

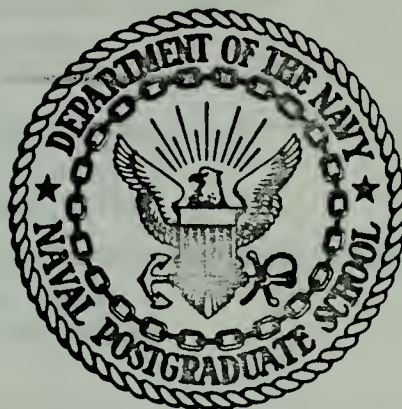
U. S. NAVY RECRUITER ATTRIBUTES AND ATTITUDES:
A SURVEY ANALYSIS

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THESIS

U. S. NAVY RECRUITER ATTRIBUTES AND ATTITUDES:

A SURVEY ANALYSIS

by

James Bruce Best
and
Walter Jay Wylie

June 1974

Thesis Advisor:

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This report summarizes questionnaire responses, recommends consideration of changes to existing Recruiting Command policy and suggests areas of future research.

U. S. Navy Recruiter Attributes and Attitudes:
A Survey Analysis

by

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

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June 1974

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This report summarizes questionnaire responses, recommends consideration of changes in existing Recruiting Command policy and suggests areas of future research.

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I. INTRODUCTION

A. OPENING

The move from conscription to absolute dependence upon volunteers to fulfill military force requirements was a transition of historic proportions which became effective 1 July 1973, six months after the last draft calls were made. To sustain a current force of over 2.1 million men and women in uniform required nearly 450,000 new officer and enlisted volunteers in the current fiscal year. This challenge was recently addressed by William K. Brehm, Assistant Secretary of Defense, in a special report on the All Volunteer Force (AVF). Secretary Brehm notes that:

It requires that we take about one in three eligible and available young men each year. To many, that seems an impossibility; yet, we are doing it.¹

The AVF is not an impossibility. It must succeed for it is directly related to an established level of national defense. Of all the ingredients essential to this modern national defense structure, manpower alone stands as the most basic and valuable resource. The continuity of the military organization during periods of relative peace and the tremendous expansion required during the period of armed conflict are only possible with hardcore professional officers and enlisted men. Recognizing the central importance of the individual in the procurement of such a viable volunteer force for the U. S. Navy, the authors decided to conduct research in this area of concern to satisfy the requirements for a thesis in personnel management.

¹ Brehm, William K., "All Volunteer Force: A Special Status Report," Commanders Digest, 28 February 1974, V. 15, p. 3.

B. PURPOSE OF THE STUDY

Enlistment of enough new personnel of requisite capabilities is vital to the accomplishment of the Navy's objectives and missions. The Navy Recruiting Command is entrusted with this important and difficult function. The success of the Recruiting Command rests with individual Navy recruiters in the field. The purpose of this study was to collect and analyze data that (1) identified characteristics above average Navy field recruiters and (2) presented topics of general concern to these field recruiters.

The Navy Recruiting Command is an expanding and viable organization currently commanded by Vice Admiral E. H. Tidd. The organizational structure consists of eight geographical areas which are further subdivided into forty-two districts. Admiral Tidd was personally selected by the Chief of Naval Operations, Admiral Zumwalt, and was supported by NAVOP Z-109 to emphasize the importance of the recruiting challenge.² Each area and district commanding officer is hand-picked by Admiral Tidd.

Navy Recruiters within the San Francisco District, Navy Recruiting Command, were chosen as subjects for this survey. Individual approaches to recruiting, individual recruiter characteristics, attitudes and operational problem areas were of interest--for as Whyte (1959) proposed:

The researcher can rarely afford to accept the definition of the problem presented by management. Management people often tend to focus attention on the symptoms of problems.³

For this reason, the authors chose to conduct the survey at the field working level without prior exposure to the problems as defined by middle management.

² Appendix A.

³ Whyte, William F., Man and Organization, Irwin, Inc., 1959, p. 81.

C. LITERATURE REVIEW

Social scientists have yet to develop and present a proposal to solve the military recruiting problems associated with the AVF. Only one of the studies by the President's Commission on an All-Volunteer Armed Force (Kemp, 1970) was concerned with recruiting,⁴ and little emphasis within that study was directed toward recruiter selection or deployment.

Since January 1973, the first month after draft calls were ended, 424,640 men and women have volunteered for the armed services without the draft--92 percent of the total target for all services. The Navy goal was 96,300 of which 88,500 enlistments or 92 percent of target was achieved. During this same period, the share of Navy manpower consisting of high school graduates has risen and the percent of recruiters who fell in a below-average mental group has fallen.⁵

There remains room for improvement, at least eight percent, in the Navy recruiting efforts. No single discipline or theory encompasses the complete problem, however, some particular areas of interest may apply. The authors considered such elements of interest as the basic fundamentals of the recruiting function, office and facility physical location and internal arrangement, recruiting and personnel selection techniques and the relationship between job satisfaction and personnel motivation.

⁴ Kemp, Stewart W., "Productivity of the U. S. Military Recruiting Systems," Report of the Presidential Commission on an All-Volunteer Force, Washington, D. C.: Government Printing Office, 1970.

⁵ -----, "A Year Without the Draft," U. S. News and World Report, 1 April 1974, pp. 47-48.

1. Recruiting Function

The purposes of the recruiting function are

. . . to seek out, evaluate, obtain commitment from, place and orient new employees to fill positions required for the successful conduct of the work of the organization.⁶

Each of the U. S. Armed Forces is in direct competition with the other services and with civilian job alternatives. "Because of the competition between [civilian] organizations, it is not too surprising that there is no published evidence of the success of most recruiting efforts."⁷ This is not true for the military services' efforts.

Special interest in military enlistment goal attainment has been generated by the all-volunteer force concept. Unique pressures and restrictions have been placed on all military recruiters by external sources. "Congress last December [73] required that at least 55 percent of new enlistees be high school graduates. Defense officials reacted strongly, complaining that high school graduation isn't always the best measure of ability for servicemen. If Congress were to relax the rule, the services could meet their goals more easily."⁸ Corporations are more at liberty to adjust their recruitment criteria to fit the situation.

Inasmuch as good recruiters are a valuable resource in any military organization, careful attention must be given to obtaining the best possible people for this work. The Navy has the difficult task of recruiting its own recruiters. "Selection means little unless the recruitment function

⁶ Hawk, Roger H., The Recruitment Function, Princeton: American Management Association, Inc., 1967, p. 13.

⁷ Gilmer, B. V. H., Industrial Psychology, New York: McGraw-Hill, 1966, p. 161.

⁸ A Year Without the Draft, U.S. News and World Report, 1 Apr 1974, p. 47.

has provided an ample supply of qualified applicants. The basic idea of selection implies that there will be a labor pool of sufficient size and type so that some applicants may be selected and others rejected."⁹

To increase the size of this pool from which to select recruiters, the Navy issued BUPERS Notice 1430 of November 30, 1973 authorizing payment of Special Duty Allowance (SDA) money to eligible Navy Recruiters in amounts up to \$150 per month. The SDA for recruiters was approved by William K. Brehm, Assistant Secretary of Defense for Manpower and Reserve Affairs, in response to an Army request.¹⁰ This SDA was viewed by many as an incentive to attract more recruiting volunteers.

The visions of a recruiting bonus lump sum barely cleared the mess-decks in the fleet when a decision was made to stagger payments in steps of \$50 increments.¹¹ To further deflate the incentive balloon:

The Navy regretfully cancelled its less-than-two-week-old directive implementing the controversial recruiter incentive payments that were being phased in.¹²

At this date, the SDA issue is still being negotiated at the higher levels of the Department of Defense while individuals in all services are forming their own attitudes concerning the bonus proposal.

⁹Lipsett, L., F. P. Rodgers and Harold M. Kentner, Personnel Selection and Recruitment, Boston: Allyn and Bacon, Inc., 1964, p. 9.

¹⁰"Recruiters Will Get \$100 Pro-Pay Hike," Navy Times, 7 November 1973, p. 8.

¹¹"Navy Staggers Recruiters' Pay," Navy Times, 19 December 1973, p. 22.

¹²"Panel Makes Services Cancel Recruiter Bonus," Navy Times, 26 December 1973, p. 4.

Attitude toward employment or recruiting may influence success, for "proper attitude is probably the most important attribute in employment. Without it, the person cannot succeed."¹³ Accordingly, an extremely important part of the interview phase of selecting a prospective recruiter is that the prospect know what the job actually entails.

The "tell it like it is" era has led to the Realistic Job Preview (RJP). Wanous (1973) indicates that, "It [RJP] should try to communicate what organizational life will actually be like for a person on a particular job . . . [and] must be balanced to include important facets of the particular job . . . the final balance between positive and negative characteristics will vary, depending on the nature of the particular job."¹⁴ The U. S. Navy is now using the concept of RJP in recruiter selection.

Each prospective recruiter, prior to selection, now receives a packet that includes: (1) Recruiter Application Evaluation Sheet to be completed by the applicant's current Commanding Officer¹⁵ (2) a 16 PF-M Employee Attitude Series Test to be self-administered (3) a cassette tape which provides introductory remarks regarding the Navy Recruiting Command and explains the pros and cons of assignment to recruiting duty.¹⁶

2. Recruiting Office Facilities

Proper physical layout and adequate station facilities enhance the capability to "seek out" and "evaluate" a prospective recruit. Among

¹³ Andler, Edward C., "Employee Selection," Personnel Journal, September 1971, 50, p. 713.

¹⁴ Wanous, John P., Realistic Job Previews for Organizational Recruitment, Graduate School of Business Administration, New York University, Working Paper 73-47, August 1973, pp. 5-6.

¹⁵ Appendix B.

¹⁶ Appendix C.

the basic criteria for the facilities layout of an effective recruiting station are:

- Easy, well-marked access from outside.
- A comfortable, adequate waiting room (area) which permits easy control of the applicant traffic.
- Sufficient quiet and privacy to permit candidate interviewing and other confidential conversations.
- Close enough proximity to all the people in recruiting to permit informal integration and coordination of activity.
- Intimate groupings of functional components of recruiting to improve team activity.¹⁷

Since the GSA (Government Services Administration) is responsible for procurement of adequate facilities for all uniformed services, individual innovation by a recruiter or team of recruiters will determine any difference between stations of co-located services. The manner of combining the above elements is relatively unimportant as long as the basic criteria are met. However, as Hawk (1967) points out, " . . . the office must be manned; that is, someone must be there to talk with the candidate within a reasonable time."¹⁸ This single element is magnified in military recruitment; the current policy of co-location with the other services provides the always-present opportunity for the candidate to "go next door."

3. Recruit/Selection Theories

Various theories concerning the functions of recruiting and final organizational selection have been proposed.

¹⁷Hawk, 1967, p. 75.

¹⁸Ibid., p. 81.

a. Subjective Factor Theory

Individual personality patterns and perceived service image dominate the subjective factor theory. A selection based on this concept is attributed to a highly personal and emotional evaluation. Subjective factors have, therefore, been found to play a major role in the recruiting process.

Super (1953) found that an identifiable similarity between an individual's description of himself and the description of the organization which he most prefers would be greater than the description of the organization which he least prefers.¹⁹ This approach is currently used in a recruiting campaign by the U. S. Marines wherein their subjective factor is "The Marines Are Looking for a Few Good Men." It would be safe to assume that a majority of recruits attracted by this approach consider themselves to be "good men."

Other studies in this area of theory report several positive correlations between the extent to which a person is attracted to another person or group and the extent to which it is similar to himself (Fiedler, Warrington, and Blaisdell, 1952; Preston, Peltz, Mudd and Froscher, 1952; Fiedler, 1954; Davitz, 1955; Farber, 1957; Wallin and Clark, 1958; Vroom, 1959; Newcomb, 1961).

Organizational choice can be an attempt to implement the self-concept. "Organizational preferences may (then) also be determined by the relationship between the individual's self-concept and the organizational image. Preferences for an organization may vary directly with the degree

¹⁹Super, D. E., "A Theory of Vocational Development," American Psychologist, 1953, 8, 185-187.

of acceptance of the organizational image as self-descriptive or self-enhancing."²⁰ Self-descriptions and perceived characteristics are, therefore, found to be significantly more congruent in preferred occupations.²¹

b. Objective Factor Theory

Most recent research in recruiting and organization selection criteria has been concerned with objective factor theory (Vroom, 1966; Sheard, 1969; Maier, 1965). This concept consists of weighing and evaluating a set of measurable characteristics such as pay, individual or group benefits, travel opportunities, initial and continued educational opportunities, retirement, etc.. The degree of individual importance of each element may vary from one person to another thus primary emphasis by an organization should not be concentrated in one area. However, if a consistent pattern of element attractiveness can be identified, the effectiveness of a recruiting program highlighting those criteria may be substantially increased.

The objective factor approach has historically been used by the Navy in its recruiting slogan, "Join the Navy and See the World." This success of this factor approach was recently supported by a national survey (Fisher, 1972) in which the "opportunity to travel" was the primary reason for personnel choosing the Navy over the other services; the second

²⁰Victor, R. Tom, "The Role of Personality and Organizational Images in the Recruiting Process," Organizational Behavior and Human Performance, September 1971, 6, p. 575.

²¹Ziegler, D. J., "Self-Concept, Occupational Interest Area Relationships in Male College Students," Journal of Counseling Psychology, 1970, 7, p. 136.

reason was "like water/boats/ships."²² An advertising campaign for Navy recruiting has combined these facets in re-issuing a circa 1919 recruiting poster depicting a Navyman at sea and a caption, "Hailing You for Service, Travel, Trade."

c. Critical Contact Theory

This school of thought holds that a typical candidate is unable to make meaningful differences among services or their offers in terms of objective or subjective criteria. Service programs currently foster this frustration because career opportunities tend to be similar owing to the nature of the competition.²³ Some differences in type of school or areas of specialty may draw an applicant one way or another. Contact theory recognizes that a choice may be based on the differences between alternatives which the individual can perceive during contact with the particular service recruiter. For this single reason, the importance of facility and personal imagery becomes paramount. Service choice is then based on the prospective recruit's evaluation of factors as facility appearance, recruiter behavior, recruiter image, processing efficiency, etc..

²²

Fisher, Allan H., Jr., "Attitudes of Youth Toward Military Service," Consulting Report CR-D7-72-30, Human Resources Research Organization, Alexandria, Virginia, August 1972, p. 62.

²³ Behling, O., Labovitz, G., and Gainer, M., "College Recruiting: A Theoretical Base," Personnel Journal, 1968, 47, 13-19.

II. METHODOLOGY

A. CONDUCT OF THE STUDY

The study was conducted by the authors using personal interviews to obtain responses to a questionnaire. After all interviews were completed, additional biographical, career, and educational data were obtained from the service records of those recruiters who had been interviewed.

After tabulation of the acquired data, the Commanding Officer of the District was asked to evaluate each recruiter in the survey as to his "effectiveness" as a Navy Recruiter. The definition of "effectiveness" was intentionally left up to the command. These evaluations were then entered into the data bank as the dependent variable for each recruiter and attempts were made to correlate the biographical data and questionnaire responses of each recruiter with this evaluation in an effort to obtain some readily-measurable factors which could be used to predict "effectiveness" of a potential Navy Recruiter.

B. SAMPLING TECHNIQUE

1. Geographic considerations limited the population from which the sample was obtained to continental United States stations within the San Francisco recruiting district (157 recruiters at 52 stations).

2. Resource constraints (time and money) dictated a maximum sample size of about thirty percent of the population. Another resource constraint was also encountered: the study was conducted during the 1973/74 energy crisis during which time gasoline availability for private consumption was most unpredictable.

3. Clustered sampling techniques were used to decrease the physical variables into such groupings as geographic differences (coastal vs. inland), community type (urban, suburban, rural), and station size (stations within the population range from one to six or more recruiters). An attempt was made to roughly equalize percentage representation in the sample of each of the six applicable zones within the district.

4. All recruiters in the district were informed that the investigators might visit their respective stations, but the investigators intentionally failed to give any station or individual advance notice of their arrival.²⁴ (The only instance in which anyone knew the investigators were "in town" before they arrived at the branch office, was in Santa Cruz, where, owing to their bombed out office building, the recruiters were functioning in a mobile van and the authors finally contacted one of the recruiters at his home in order to locate the van.)

The sample consisted of currently-active U. S. Navy recruiters who had been on the job at least two months. Responses to the questionnaire were also obtained from two additional recruiters who were recent Enlisted Navy Recruiter Orientation (ENRO) graduates, thus giving the authors additional insight into the current ENRO course content.

The survey was a one-time, questionnaire with four open-ended question areas designed to elicit individual attitudes. A control group data set was not available for comparative purposes.

The authors wore civilian clothes rather than military uniforms throughout the interview process to decrease the power-centeredness of the officer-enlisted relationship.

²⁴Appendix D.

C. QUESTIONNAIRE DESIGN

The final questionnaire was developed from recommendations of faculty and students and as a result of trial interviews with the recruiters at the branch station in Monterey. It was designed to provide information on attitudes of currently active U. S. Navy Recruiters toward recruiting duty in general and specifically toward perceived levels of job satisfaction, an estimation of family satisfaction with the recruiting assignment, and an unreserved recommendation of recruiting duty to friends in the Navy. Information was also obtained concerning each recruiter's experience with selection for the billet assignment, whether or not he was a true volunteer, his perception of his preparation for assignment to recruiting duty, and whether he had been assigned to an area of his choosing.

D. ADDITIONAL DATA

The data obtained on each respondent consisted of basic test battery scores (GCT, ARI, MECH, CLER), his expressed religious preferences, and whether or not he was qualified for submarine duty.

The final data collected were the Commanding Officer's evaluations of each individual's "effectiveness" as a Navy Recruiter and identified on a scale of: 1 = UNSAT, 2 = BELOW AVERAGE, 3 = AVERAGE, 4 = ABOVE AVERAGE, 5 = SUPERLATIVE.

The open-ended question responses were tabulated by the investigators and will be addressed in the next section of this thesis in order of response frequency.

III. FINDINGS

Forty-nine interviews were conducted over a two-month period beginning in January 1974. Each of the two investigators collected approximately one-half of the data. Two of the interviews were conducted jointly (one at the beginning and another approximately six weeks later) in order to minimize inter-rater coding differences. Appendix E contains individual response frequencies for each question.

A. SUMMARY OF FINDINGS

1. Findings for those variables originally hypothesized as providing useful data from which recruiter performance could be predicted were discussed in detail as follows.

a. (Q-1) Previous duty assignment.

As would be anticipated for a shore duty billet, the majority (63.2%) of the recruiters reported to recruiting from sea duty. Temporary active duty reserve (TEMAC) personnel comprised an additional 10.2% of the sample.

b. (Q-8,9) Previous recruiting or career counselor experience.

Fourteen percent of the sample had previously been associated with Navy recruiting, either as active or reserve recruiters, or in administrative recruiting billets. Only 36.7% of the sample had formerly been designated career counselors while attached to a previous command.

c. (Q-13) Volunteer status.

Two-thirds of the sample were true volunteers (had personally initiated their assignment to recruiting duty) and an additional 10% had volunteered in response to a suggestion from a career counselor or detailer

to the effect that "recruiting is shore duty and recruiters are needed now." Ten of the forty-nine recruiters in the sample did not volunteer for recruiting duty.

d. (Q-15) Previous command interview.

Although current instructions require that Commanding Officers personally interview prospective recruiters, fewer than one-half (41%) of the sample stated that they had been interviewed for recruiting duty by their previous commanding officer and one-third had not been interviewed at all. (The remaining 26% were interviewed by Executive Officers, Department Heads, Career Counselors, etc., at their former command.)

e. (Q-25,26) Demographic and geographic characteristics of Recruiter's hometown.

One-half (51%) of the respondents had grown up in rural areas with the remainder distributed about equally between small towns and large cities. One-half of the sample had been reared more than 200 miles from a major body of water; the others were equally distributed between "coastal" (less than 20 miles) and "near" (20 to 200 miles) a major body of water.

f. (Q-40) Educational level of recruiters.

A substantial majority of the sample (85.6%) had completed a formal high school program or had earned a GED equivalent of high school graduation. The education level of the sample ranged from eighth grade to college graduate.

g. (Q-41) Life cycle of recruiters.

The life cycle of the recruiters in the sample ranged from one young, single individual to two recruiters with married children. The majority of the recruiters were in the early to mid-married categories.

h. (Q-43) Father's occupation.

Almost two-thirds of the sample (63.3%) were from families in which the father had been a laborer (either skilled or unskilled). An additional one-fourth of their fathers were self-employed (mostly farmers or small businessmen).

i. (Q-44) Age of recruiters.

Recruiters in the sample ranged in age from twenty-two to forty-four years, with the average slightly above thirty-four years.

j. (Q-45,46,47) Recruiter height and weight.

Heights of the recruiters ranged from five feet four inches to six feet two inches with the average being five feet nine and one-half inches. Individual weights varied from one hundred twenty to two hundred fifty pounds. Almost one-fourth of the sample were overweight when compared to current Navy standards (Appendix F); none were found to be underweight.

k. (Q-48) Race.

Most (85.7%) of the recruiters comprising this sample were white. Four blacks, one American Indian, one Mexican-American, and one Filipino-American constituted the ethnic minority of the sample. (No attempt was made in the original sample selection process to "proportion" minority membership.)

l. (Q-49,50) Paygrade and time in grade.

One-half (51%) of the sample were First Class Petty Officers (E-6), but paygrades in the sample ranged from E-4 to E-8. Time in the respective paygrades varied from less than one year to over twelve years.

m. (Q-51,52) Years of service and broken service.

The average recruiter had completed 14-1/2 years of active duty and 36.7% had experienced broken active service at least once during their career.

n. (Q-60,61,62,63) Basic test battery scores.

Individual scores on the Navy Basic Test Battery (GCT, ARI, MECH, CLER) were apparently normally distributed and ranged from thirty-five to seventy-two.

o. (Q-67) Religious preference.

Over half (59.2%) of the recruiters expressed a preference for one of the Protestant religious denominations. Roman Catholics constituted 28.6% of the sample and 12.2% were Mormons. There were no Jews or Moslems in the survey sample.

p. (Q-68) Recruiter rating group and service community.

The majority (83.7%) of the recruiters were from three rating groups: Engineering (32.7%), Administrative/Clerical (28.6%), and Deck (22.4%). Aviation and submarine communities were each represented by five recruiters.

2. Those questions designed by the authors to measure recruiter attitudes toward recruiting duty are summarized in this section.

a. (Q-10) Desireability of recruiting duty.

When asked which shore duty billet the recruiter would choose if he were given his choice, 63.3% stated that they would choose recruiting duty.

b. (Q-4,5,6,7) Preparation for recruiting.

Almost one-half of the sample (46.9%) were graduates of the Enlisted Navy Recruiter Orientation (ENRO) conducted by the district, and an additional 40.8% were graduates of the former Recruiter Preparatory

School, formerly conducted by the Naval Training Centers. The two-week course of instruction at ENRO is oriented toward sales. In addition to the ENRO graduates, some of the recruiters had attended other sales courses. A total of 69.4% of the recruiters had received some formal sales training.

When asked to evaluate their preparation for recruiting duty, 36.7% of the recruiters responded that it was less than a rating of "fair," and the remainder rated the instruction as "fair" to "very good." Suggestions for improvement included: (1) provide additional information on sales techniques directly emphasizing the Navy rather than a product, (2) increase the instruction on development and conduct of an effective public relations program and include more practice for each individual in the art of public speaking, (3) increase the exposure to officer programs and the programs of the other services with which the recruiter will be in competition, (4) consider using on-the-job training with a proven recruiter as either a replacement for or in addition to the ENRO training, (5) delete the "hardsell" portion of ENRO to make the overall course more applicable to Navy recruiting.

c. (Q-12) Choice of duty within the recruiting command.

Over half (53.1%) of the recruiters interviewed stated that they had received their first choice of location and only 18.4% did not receive one of their first three choices of area in their current assignment.

d. (Q-14) Recommendation of recruiting to best friend in the Navy.

A majority (83.1%) of the sample stated that they would freely recommend duty as a recruiter to their best friend in the Navy (assuming they felt he met the qualifications).

e. (Q-17) Relationship with immediate senior.

When asked to evaluate their relationship with the Recruiter in Charge (RIC) of the station (Zone Supervisor in the case of the RIC) on a scale of 1 = very poor, 2 = poor, 3 = fair, 4 = good, 5 = very good, 79.6% stated that their relationship was either "good" or "very good."

f. (Q-18,19) Aspect of recruiting most/least desired.

Originally designed as open-ended, all responses to these two questions were found to fall into thirteen categories of which six were favorable and seven unfavorable. Independent duty accounted for 36.6% of the favorable responses with meeting people (26.5%) ranked as second. Predominant negative aspects included lack of command support (24.5%), administrative requirements (22.4%) and quota pressures (18.4%).

g. (Q-20) Family satisfaction with the recruiting assignment.

When asked about their family's enjoyment of the recruiting assignment, the authors found that over three-fourths of the recruiters responded that their families considered that the assignment was "good" or "very good."

h. (Q-21) Self-evaluation of recruiters.

All recruiters in the sample were asked to evaluate themselves as to their "effectiveness as a Navy recruiter" on a scale of 1 = unsatisfactory, 2 = below average, 3 = average, 4 = above average, 5 = superlative. Only one individual evaluated himself as less than "average" and ten stated that they were "superlative;" one individual refused to respond.

i. (Q-22) Relationship with high school counselors.

When asked to describe his relationship with the high school counselors in his area, 71.5% defined the relationship as either "good" or "very good." The authors then asked each recruiter to suggest how the relationship with the school counselors might be improved, either by the

individual recruiter or by someone else in the Navy. Responses which indicated desirable actions by the recruiter were : (1) approach the relationship with an honest and professional attitude. Don't force yourself or the Navy on the counselors; (2) establish and maintain an agreed upon visit schedule yet be "on call" at all times. Recognize that there are four other services also requesting the counselor's time; (3) when a new recruiter arrives at his station, insure that he is thoroughly briefed concerning observed characteristics of each school counselor in his area and any local regulations which apply to military recruiters. Some school districts do not allow military recruiters on school property during school hours. Suggested actions for higher authority included: (1) increase emphasis on more useful and current recruiter aids with more attention to timeliness and availability; (2) conduct seminars for school counselors to introduce new programs and de-emphasize other areas. Seminars should be conducted by the district staff rather than the zone supervisor; (3) increase the availability of Command-sponsored experience trips for counselors. Many school counselors have indicated a desire to participate but have not yet been afforded an opportunity.

j. (Q-27,28) Time spent on administrative duties.

The average recruiter spends about one-third of his work day filling out forms, maintaining files and completing other administrative tasks. Although most of the recruiters interviewed considered that this was necessary for the accomplishment of the mission, many expressed a desire to be able to spend more time contacting recruit prospects. (Some of the recruiters had, on their own initiative, completed arrangement with local high schools, whereby students who were planning careers in clerical fields received school credit for working in the recruiting office a few hours each week.)

k. (Q-29,30) Time spent in travel.

The amount of time each recruiter spent in duty-connected travel varied with the area in which the station was located and the way in which each branch station was organized. Almost three-quarters of the sample considered that the time spent traveling was necessary and appropriate for his area of responsibility.

1. (Q-31) Relationship with recruiters of other services.

Perhaps owing to traditional relationships, very few of the Navy recruiters had experienced any difficulty in working with recruiters of the U. S. Marines or Coast Guard. Several had clashed with local Air Force and Army recruiters. The major recommendations for improvement were: (1) insure individual honesty is employed by every recruiter of each service; (2) institute a quarterly meeting of all co-located recruiters to openly discuss areas of individual concern as well as changes to the ongoing and available programs of each service; (3) all recruiters, regardless of service, should compete from the same pressure position. The Department of Defense should define how quotas are to be assigned and all services be required to comply with the same directives; (4) encourage interservice cooperation even though the recruiters are in competition. Recruiters must recognize that they all have the same objective: national defense; (5) don't "badmouth" the other services. Always expect the prospective recruit to tell the other recruiter anything unfavorable that you might say about his service's program.

m. (Q-32) Station manning level.

Over one-third (36.6%) of the recruiters interviewed considered that their station had too many recruiters assigned. Only one individual thought that an additional recruiter was required to bring his station to a proper manning level.

n. (Q-33) Station goals.

Sixty-one percent of the recruiters felt that the goals assigned to their stations were correct while 34.7% felt that the goals were too high for their area.

o. (Q-35,36,37) Organization of the station.

When asked if their station was organized as a team, 87.8% answered in the affirmative and 85.7% felt that they had their proper place on that team. Only one recruiter felt that he had not been able to participate fully in the management of his particular station.

p. (Q-38) Individual goal assignment.

Most of the stations visited in the study did, in fact, break station goal assignments into individual goals. When asked if they would prefer that goals be assigned to individuals instead of stations, all but three of the recruiters said they would prefer that the goals (quota assignments) remain with the stations. Many of the recruiters pointed out the U. S. Army as an example of why not to assign individual goals. In the unsolicited opinion of most of the Navy recruiters interviewed, the individual goal assignment policy of the Army led to unscrupulous competition among Army recruiters.

q. (Q-53,54) Recruiter retirement plans.

Of the nineteen recruiters with eighteen or more years of service, almost half (47.3%) indicated plans to retire from active duty when their present tour is completed. Of the complete sample, 51% plan to retire in the area in which they are currently recruiting. This compares favorably with the 46.9% (Q-20) who evaluated their family happiness with their recruiting assignment as "very good."

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r. (Q-66) Recruiter bonus proposal.

When asked by investigators whether the proposed \$150 recruiter bonus was necessary to increase recruiter effectiveness (or if it would attract more and better applicants for recruiting duty), only 18.4% of the sample answered in the affirmative. An unsolicited response was obtained from 24.5% of the sample to the effect that if the bonus was not approved, the provision of a Cost of Living Allowance (COLA) should be made to those recruiters who were physically distant from a military activity and its associated medical, commissary, and exchange facilities.

s. Additional comments.

At the conclusion of the questionnaire, each recruiter was asked if he had any suggestions, comments, or complaints about any aspect of recruiting which had not been covered to his satisfaction during the course of the interview. With a few exceptions, those responding addressed three general problem areas: bureaucratic delays in processing applications; ineffective and untimely national advertising; treatment of prospective recruits at Armed Forces entrance examining stations (AFEES).

(1) The major problem mentioned with application processing was the inordinate delay involved in waiver approvals. Several instances were described in which prospective recruits were asked to wait six or seven weeks in order to find out if they would be accepted for specific programs for which their physical or mental capabilities were marginal. Many of them, according to the recruiters, refused to wait and accepted enlistments in other services because they could be accepted promptly in essentially equal programs. Some of these instances involved former Navy men who desired to either return to their previous occupational specialty field and found that the qualifications had been changed. Other instances

involved former Navy men who wanted to enlist in a different field than the one in which they had previously served but were not allowed to do so according to the rules under which the recruiter was working.

(2) The Navy advertisements which appear in national media too often emphasize programs which are oversold, or, at the other end of the continuum, those which are so new that the recruiter in the field doesn't possess the background required to intelligently answer applicants' questions. The recruiters who brought up this issue were consistently asking for more extensive use of local advertising vice national. They felt that the Navyman at the station, zone or district level could better perceive and use existing local attitudes to their advantage than could an advertising firm in a distant city. An example is the use of the word "Chicano;" the connotation among Mexican-American communities in central California is of a militant, activist group. The investigators were able to confirm that young people in the central valleys of California are often insulted when referred to as "Chicanos." They prefer "Mexican-American" if they must be differentiated--but would generally prefer to be considered as just "Americans."

(3) Rude, abrupt, discourteous and even demeaning treatment of prospective recruits at AFEES was a frequent complaint of field recruiters. Several recruiters stated that if they had a particularly good applicant, they felt obliged to personally accompany him through the AFEES processing to preclude his being "hassled" by the military and civilian personnel assigned to the processing station. Specifics concerning the three AFEES in the San Francisco District were brought to the attention of the Commanding Officer and remedial action has been taken. Further efforts should be made to streamline the processing and emphasize that the applicants are human beings and not cattle.

3. Observations and subjective impressions gathered by the investigators concerning the recruiters in the sample and the stations to which they were assigned are summarized in the following section.

a. (Q-55,56,57) Impressions of recruiter grooming standards.

Approximately one-half (49%) of the recruiters in the survey were observed to conform to Navy standards of grooming in their choice of hair-styles and length; an additional 12.2% were considered to project a more "conservative" image than is currently reflected in the fleet, and the remainder had hair that was too long, unruly, or unkempt. Beards were worn, or attempted, by only five men in the sample, and of these, two were unacceptable, two "fair" and one considered to improve the image of the individual. Almost half of the men in the sample affected mustaches; 6.2% were considered unacceptable, 22.4% perceived as "fair," and 12.2% seemed to enhance the appearance of the individual involved. (Appendix G).

b. (Q-58,59) Recruiter uniforms.

Recruiter uniforms were, in general, very well-maintained and, in the opinion of the investigators, projected a favorable impression of the U. S. Navy of the present. The noteworthy exception is the fact that five of the recruiters in the sample chose to wear the obsolescent blue jumper. While the jumper is still an authorized uniform (until 1 July 1975), the new style of uniform has been issued to recruits since 1 July 1973.

c. (Q-69,70) Recruiting office appearance and cleanliness.

The investigators attempted to separate their perceived impressions of each recruiting station visited into two factors: external appearance and physical location (beyond the control of the respondents); and internal arrangement and cleanliness (within the capabilities of the personnel assigned). In the former category, most (14 of 16) of the



stations were at least "fair" and the Command is currently negotiating with the General Services Administration to obtain improved facilities for the remainder. In so far as the cleanliness of the offices is concerned, the majority of the stations visited gave evidence of great pride and professionalism; two of the 17 facilities were below reasonable standards of cleanliness.

B. ANALYSIS OF RESULTS

A hypothesis that recruiter characteristics could be combined to predict recruiter performance was proposed. To test the hypothesis, the Command evaluation of each recruiter (CRUTVAL) was defined as the dependent variable for predictive purposes. The independent variables were selected on a basis of logical significance and data accessibility. Special interest was directed toward those data which could easily be ascertained for each prospective recruiter prior to recruiting assignment.

The independent variables included for analysis were geographical area where the individual recruiter spent his youth, his enlisted rate, previous duty assignment, fathers' occupation, individual age, years of education completed, years of active service, broken military service status, former career counseling experience, former recruiting experience or association, geographical nearness to a dominant body of water and association with a nautical environment during the individual's youth, race classification, religious preference, recorded GCT-ARI-MECH-CLER scores and the volunteer status of each recruiter in the sample. The Statistical Package for the Social Sciences (SPSS)²⁵ was used to generate an initial cross-tabulation

²⁵Nie, Norman H., Dale H. Bent and C. H. Hull, SPSS-Statistical Package for the Social Sciences, New York: McGraw-Hill, 1970.



which produced a joint frequency distribution of cases according to the selected classificatory variables. Those variables demonstrating a strong relationship to the dependent variable were retained for further analysis.

Multiple regression analysis was employed which allowed a study of the linear relationships between the set of independent variables and the dependent variable while taking into account the interrelationships among the independent variables. This allowed the production of a " . . . linear combination of independent variables which correlate as highly as possible with the dependent variable. This linear combination can then be used to predict values of the dependent variable."²⁶

An equation was derived which accounted for the highest proportion of the variance in the dependent variable. This derived R-Square value was 0.34426. The associated F value for the equation was 4.515 with 5,43 degrees of freedom. The multiple correlation was statistically beyond the conventional alpha-error level of 0.05.

The independent variables which were retained for analysis included (1) the area from which the recruiter had spent his youth, defined in terms of urban, suburban and rural association as perceived by the individual (HOMAREA); (2) current age of the subject (AGE); (3) recorded GCT score obtained from the service record of the serviceperson (GCT); (4) total years of active military service (YRSSVC); (5) the proximity of the above defined HOMAREA to a major body of water and grouped into three categories of distance--(1) less than 20 miles, (2) 20 to 200 miles, (3) more than 200 miles (HOMPROX). These retained independent

²⁶
Ibid., p. 175.

variables, with regular regression coefficients (B_i) were as follows:

<u>VARIABLES</u> (X_i)	<u>B VALUE</u> (B_i)
HOMAREA	- 0.2445
GCT	- 0.0304
AGE	- 0.0562
HOMPROX	- 0.2096
YRSSVC	0.0266

A residual constant (A) of 7.669 was computed to complete the basic equation form $Y = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$.

To test the stability of the obtained equation, an additional random sample of eleven (11) recruiters was selected from the population. This random selection was made by selecting every twelfth name from the remaining population. The required data were obtained and the command evaluated each of these recruiters using the same evaluation scale as they had previously applied to the original sample. The authors applied the prediction equation and correlated the two (predicted and actual) evaluations. A correlation of 0.11 was obtained, thus the multiple regression equation failed under cross validation.

Other independent variables which were considered in the regression analysis included the status of the individual as pertained to broken active service (BRKN); previous recruiting field experience or recruiting association through administrative duties (PRECRUT); previous assignment, either to a primary billet or collateral duty, as a career counselor (CARCON); and the highest level of formal education achieved (LASTSCOL). The inclusion of these variables decreased the R-Square value for the equation, increased the standard error for the equation, and decreased the associated F value below an acceptable alpha error level. This

rejection was accompanied with individual standard errors associated with the variables ranging from 0.102 to 0.445.

Two independent variables, RACE and RELIGION, were deleted from analysis after it was determined that current Navy policy does not identify either in the service records. When the two were included in the analysis, the R-Square value was increased to 0.37384, an increase of 0.03. The decision to delete the two variables from the equation analysis was also supported by the Doctrine of Equal Opportunity wherein the race or religion of an individual should not influence the selection, in any way, for or against assignment to recruiting duty.

The authors feel that this approach to predicting a level of recruiter performance by evaluation of identifiable, individual characteristics is not without merit. The only predictor currently used by the Navy in its attempt to identify those individuals who apparently will make better recruiters is the Modified Sales Aptitude Test (16 PF-M) prepared for the Navy Recruiting Command by the Institute for Personality and Ability Testing.

Although the hypothesis proposed in this thesis failed validation, other variables not addressed in this study should be studied as to their application and use in the identification of the individuals best suited for recruiting duty assignment.

IV. DISCUSSION

A. SURVEY IMPLICATIONS

The conduct of this survey of U. S. Navy Recruiters was specifically designed to obtain a set of particular data which could be used to identify individual recruiter attributes, record recruiter attitudes toward particular areas of interest and also lend itself to processing by available computer program packages. The investigators feel they accomplished these objectives while gaining access to other opinions held by active recruiters. This access was supported by the "first impression" syndrome which was most important while conducting this survey. It was not until an undefined level of trust and confidence had been achieved that the "real" recruiter perceptions could be tapped and subjects felt free to answer the questionnaire.

From the analysis of the collected data, the investigators found that the job of recruiting personnel for the U. S. Navy is a viable, rewarding, frustrating, time-consuming and pressure-prone occupation which needs some changes to better support the Navy in an All Volunteer Force environment. An individual recruiter's effectiveness may be measurably improved by eliminating the negative aspects of the job or reinforcing the more positive elements. If the recruiting effort is affected by recruiter attitudes and motivations, then something should be done to maintain these variables at their most positive levels, especially if one agrees that recruiter effectiveness is a function of recruiter attitudes and motivation.

The primary goal of the Navy Recruiting Command is to maintain recruiter effectiveness at such a level that it will result in the Navy being provided with sufficient numbers of recruits who are both mentally and

CHAPTER I

THEORY OF THE EARTH

The Earth is a sphere, and its surface is covered by water. The land is divided into continents and islands. The continents are Asia, Europe, Africa, America, and Australia. The islands are scattered in the oceans.

The Earth is divided into four parts, called the four quarters, or the four winds.

The four quarters are the East, the West, the North, and the South.

The East is the quarter where the sun rises, and the West is the quarter where it sets.

The North is the quarter where the stars are, and the South is the quarter where they are not.

The East and the West are called the quarters of the day, and the North and the South are called the quarters of the night.

The East and the West are called the quarters of the morning, and the North and the South are called the quarters of the evening.

The East and the West are called the quarters of the dawn, and the North and the South are called the quarters of the dusk.

The East and the West are called the quarters of the daybreak, and the North and the South are called the quarters of the nightfall.

CHAPTER II

THEORY OF THE HEAVENS

The Heavens are divided into three parts, called the three regions, or the three worlds.

The three regions are the Firmament, the Air, and the Earth.

The Firmament is the uppermost part, and the Air is the middle part, and the Earth is the lowermost part.

The Firmament is the part where the stars are, and the Air is the part where the clouds are, and the Earth is the part where the land and the water are.

The Firmament is the part where the sun and the moon are, and the Air is the part where the wind is, and the Earth is the part where the fire is.

The Firmament is the part where the light is, and the Air is the part where the darkness is, and the Earth is the part where the life is.

The Firmament is the part where the joy is, and the Air is the part where the sorrow is, and the Earth is the part where the pain is.

The Firmament is the part where the peace is, and the Air is the part where the war is, and the Earth is the part where the death is.

The Firmament is the part where the life is, and the Air is the part where the death is, and the Earth is the part where the resurrection is.

The Firmament is the part where the resurrection is, and the Air is the part where the judgment is, and the Earth is the part where the punishment is.

The Firmament is the part where the punishment is, and the Air is the part where the reward is, and the Earth is the part where the glory is.

The Firmament is the part where the glory is, and the Air is the part where the honor is, and the Earth is the part where the power is.

The Firmament is the part where the power is, and the Air is the part where the wisdom is, and the Earth is the part where the knowledge is.

physically qualified. This survey found that active recruiters implied areas of individual concern which they felt both favorably and unfavorably effected the Command goal achievement. Those items which, in the opinion of the authors, warrant amplification include:

1. The Enlisted Navy Recruiter Orientation (ENRO) training conducted within each district should be periodically reviewed as to its effectiveness. One-third of the recruiters interviewed evaluated the quality of instruction as less than what they felt was adequate or acceptable. Suggested additions and deletions of course material have been addressed earlier. A timely questionnaire mailed directly to each graduate after he has experienced some active field application of his training should identify areas of training concentration.

The sample in this study included some recruiters who received only on-the-job instruction, thus the benefit of their comments concerning formal training were not available. This situation also establishes a base for a possible experimental survey designed to validate the apparent effectiveness of the formal training against the on-the-job or no-training programs.

2. Previous experience as career counselors, either designated or collateral duty, was not viewed as providing any specific favorable edge to recruiters. Those who had either experience as counselors or had been associated with recruiting prior to assignment indicated they had felt less apprehensive about the job, but also felt their experience edge disappeared after a few months of field experience.

3. The proper motivational methods to use for Navy Recruiters is beyond the scope of this paper, but the authors consider that such measurements of satisfaction as desirability of recruiting duty, family happiness, and volunteer status reflect quite favorably on the administration of the

Recruiting Command. All of the above indicators received highly positive responses.

Almost 20% of the recruiters interviewed found recruiting not to be what they had expected--for one reason or another--and 14% said they could not recommend recruiting duty to their best friend in the Navy. In keeping with these observations, 12% felt their level of family happiness was less than what they had expected to develop from the recruiting assignment.

The reader must realize that this sample included some individuals detailed under the old system (fill the requirements) and some under the new system (fill the requirements with qualified individuals). The old slogan "Damn the man, fill the job," has given way to viewing the whole person as an asset to be both motivated and rewarded. If assignment to an area of first choice is to be considered a reward for previous performance, then 53% of the recruiters were so rewarded with their recruiting area assignments.

4. An apparent lack of command attention to detail in cooperating in the recruiter selection process was observed. Almost one-third (32.7%) of the recruiters indicated they received no interview by the commanding officer or his designate prior to assignment to recruiting duty, although Chapter 4 of the Navy Enlisted Transfer Manual so directs. When considering the demanding schedule of fleet operations on a deployed commander, this might be understood but all recruiters were not processed from deployed commands. Apparent interview oversights were evident within both sea and shore activities, however 40% of the sample did receive interviews from their commanding officer. Although the information was not available to the investigators, a comparison between the actual

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conduct of an interview and the administrative paperwork indication of the interview completion might be of interest.

Only one-fourth of the respondents (24.5%) were interviewed or personally contacted by other means by the Recruit Command prior to their receipt of orders. This area should begin to show marked improvement since the institution of the "RJP Package" concept addressed earlier.

5. When asked how each recruiter viewed his relationship with his immediate boss, 79% felt it was better than an average relationship. The immediate boss referred to included both Recruiters in Charge and Zone Supervisors. Of particular note in this area, although not specifically documented, was reference to the relationship with a zone supervisor who had not experienced field recruiting prior to duty assignment. It was the opinion of many recruiters that a prospective Zone Supervisor should complete at least a six-month experience tour prior to assuming the supervisor role. This feeling was so strong that some Recruiters in Charge felt the supervisor position could effectively be gapped (not filled) until the field experience was acquired.

6. The aspect of recruiting indicated as being the most desirable was independent duty (30.6%) or in effect "being ones' own boss." This question was originally designed to be open-ended, however, the answers fell into specific groups and were coded accordingly.

The second most common response concerned meeting people (26.5%). Talking to people, which is a subset of meeting people, and public relations work followed by the opportunity to assist in the formulation of a young person's career were the other favorable aspects of recruiting identified.

The investigators felt they were receiving frank and honest responses when two recruiters indicated their most favorable aspect of the job was



just "being home with the family every night." Both respondents were married and also evaluated their family happiness as being very good.

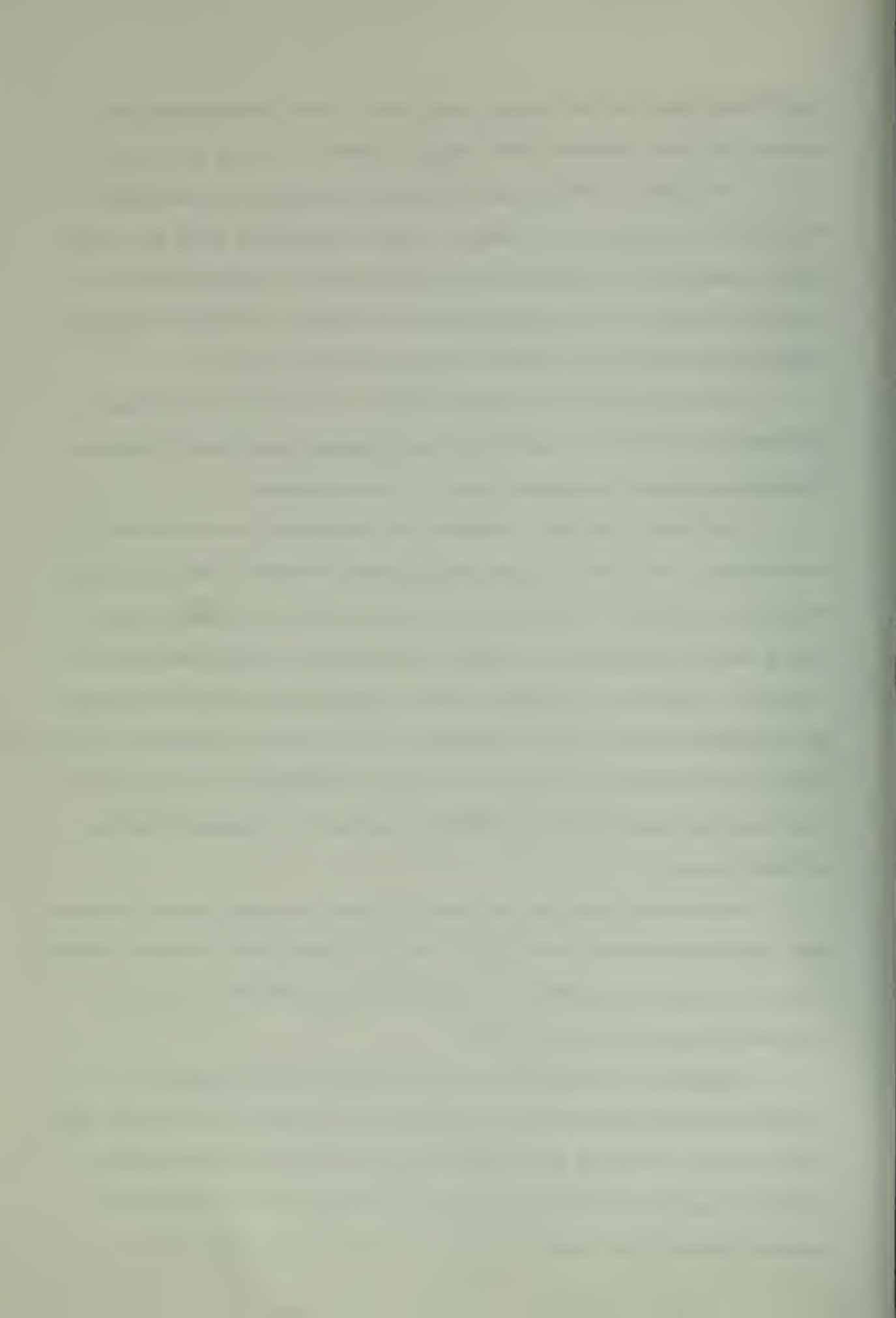
7. The aspect of recruiting least desired contained an indication of an area of concern to the authors. Eleven recruiters (22%) felt that public speaking and talking to people were the least desired aspects of the recruiting job. Almost one-fourth of the sample indicated a negative feeling toward this vital aspect of the recruiting function.

As was expected, the primary aspect least desired by a group of individuals accustomed to working at more physical tasks was the administrative paperwork requirement faced by the recruiters.

The "lack of support" response was attributed to two levels: local and national. The local problem predominantly concerned internal administrative procedures at the zone and district level and primarily dealt with a lack of timeliness or action in responding to correspondence and requests. Second was the apparent lack of support to the fringe stations by the district public affairs department. This feeling apparently increases during the demanding summer season of local celebrations and expositions when everybody wants the "model aircraft carrier" to represent the Navy in their parade.

The national problem was centered around obtaining waiver decisions from the Bureau of Naval Personnel. This is an area which requires further study, but a timely solution would definitely decrease the frustration level of the recruiter in the field.

Although the current Navy policy assigns specific quotas to individual stations rather than to individual recruiters (as does the Army) almost twenty percent of the recruiters felt the quota pressure on the individual was the least desired aspect of their job. Of course the one-man station (this sample included only one such station) is an



exception but within most stations, individual quotas are actually assigned each month. A lack of desire for specific individual recruiter quota assignments was supported by the 93% favorable continuation of the Navy overall assignment of quota goals to the stations only. Navy recruiters freely expressed a concern for the Army system and the sharp competition position the Army Recruiters were placed in. A "produce or be transferred" atmosphere was seen by Navy Recruiters to foster less than honorable practices among some of the Army Recruiters.

8. When asked to evaluate themselves as to individual effectiveness, only one person desired not to do so. The same scale (1 to 5) used by the District Commanding Officer in his evaluation was employed. The individual evaluation responses produced a mean of 3.67 with 27 above-average self-evaluations. In comparison, the command evaluation produced a mean of 3.08, with only 15 above average evaluations. It is therefore refreshing to note that the recruiters still think highly of themselves.

9. Most recruiters (70%) considered their relationship with the high school counselors in their areas to be better than average and in many instances, the best of all the services. A particular item of interest developed which should be considered on a case by case basis. In some school districts, the school counselor is charged with counseling only those individuals who are on academic probation or are experiencing problems of a social nature. The recruiters felt these individuals then become the prospects referred to the military recruiters.

10. The geographic locale of an individual's youth or formative years was of interest in evaluating its possible relationship to the mature individual effectiveness. Urban, urb-surburban, suburban, subrural and rural areas were defined by demographic data. Included for analysis was the relationship of the area to a predominant body of water such as the

Great Lakes, Gulf of Mexico or the Atlantic/Pacific Oceans. Both factors, home area and the relationship to a dominant body of water, displayed positive correlations with recruiter effectiveness. The recruiter from the urban/surburban area located within twenty miles of a dominant body of water tended to be more effective than the recruiter who was from a rural area that was located over two-hundred miles from an ocean.

11. An analysis of the mean times spent in conducting the business of recruiting showed a breakdown of the primary duties into three equally balanced categories. The average recruiter spent one-third of the time completing administrative duties, one-third of the time available in job associated travel and the remaining one-third of the time interviewing, planning and canvassing prospective individuals.

The travel requirement varied in relationship to the population density of the area and the physical area size but was not considered by the recruiters to be an over-taxing requirement in any of the localities visited during the study. Conversely, some recruiters did indicate that the administrative requirements did force some longer than normal work hours but felt the time element was not unrealistic when viewed in context of the job.

12. Thus far, primary considerations have been given to the individual, the job and the recruiter's overall effectiveness, however, when the question of manning-level or "how many recruiters does it take to do the job?" was presented, over one-third (36%) felt they were currently over-staffed. Only 61% of the subjects perceived a correct manning level for their station.

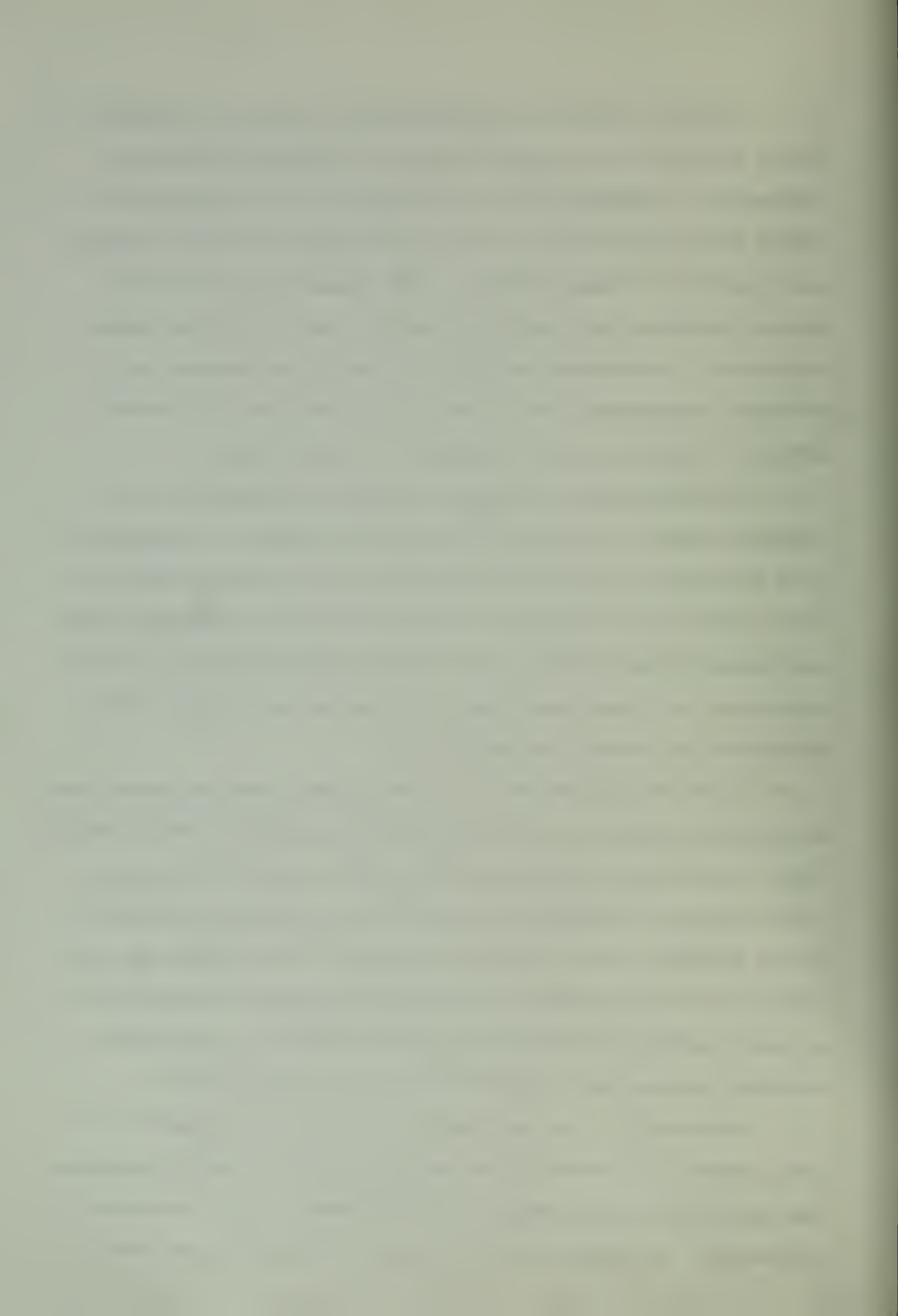
Although 34.7% of the recruiters considered their assigned station goals to be too high, only 2% considered their station to be under-manned in relation to the established goals.

The authors observed this phenomenon even when, on the specific days of the visits, it was most obvious that a particular station was over-staffed. Although statistical confirmation is not available, the authors observed that the most efficient recruiting stations, in appearance, consisted of three recruiters. This manning level provided for adequate coverage of the recruiting function given the physical layout requirements. In pursuing the subject of manning even farther, all recruiters interviewed at one six-man station felt they could be more effective if broken into two independent three-man stations.

13. Recruiting station management and member participation in the management process was addressed to determine the degree of cooperation among recruiters at each station. Only 10% of the recruiters felt that their station was not organized as a team. These same individuals (10%) also indicated that they did not have their proper position on the team. A definition of "proper place" was not pursued in that a degree of dissatisfaction had already been established.

14. Recent studies have been conducted in which recruiter effectiveness or production evaluation has been compared as a function of area of assignment. One such study (Bennett and Haber, 1973), proposed that military recruiters who are assigned to areas near their hometowns are likely to have an advantage in the execution of their job. This question was considered by the Navy Recruiters in this survey and almost half felt that it made no difference where the individual was assigned as long as the individual was motivated and dedicated to the recruiting effort.

The question of the relationship between area of assignment and effectiveness of the recruiter covered three areas for possible assignment: home region (New England, South, Pacific Northwest, etc.), home state and hometown. In response to the question of effectiveness and home



region assignment, 42.9% saw no advantage to assignment to the region, 46.9% saw no appreciable advantage to assignment to the home state and 42.9% felt the hometown assignment to be of little significance.

The authors were particularly interested in the effectiveness evaluations of those recruiters in this survey who were actively recruiting in their hometowns. Hometown recruiters received both superlative and unsatisfactory evaluations, therefore, no significant assignment policy modification can be addressed.

One recruiter was most highly against assignment to his hometown for duty for he was experiencing family problems as a direct result of being assigned to his first choice of duty station. As he described the situation, "When an individual is assigned to his hometown as a recruiter, is married to a hometown girl and has a close relationship with his family and his inlaws, he immediately must support four mistresses. He has commitments to his immediate family, his own parents, the family of his wife, and the Navy. When placed in such a position, the latter mistress will not receive her proper share of attention."

In response to the question of hometown assignment and recruiter effectiveness, most respondents agreed that assignment to his hometown was an initial psychological advantage in that the individual was well acquainted with the area. In the long-run, however, he may rely on old contacts and possibly miss more productive sources if he is not forced to approach the job from a position of unfamiliarity with the locale.

15. Recruiters with less than a high school education were all more senior individuals, with the exception of one younger male who will receive his diploma later this year. The only college graduate in the sample is continuing his education (part-time) and is currently enrolled in graduate school.

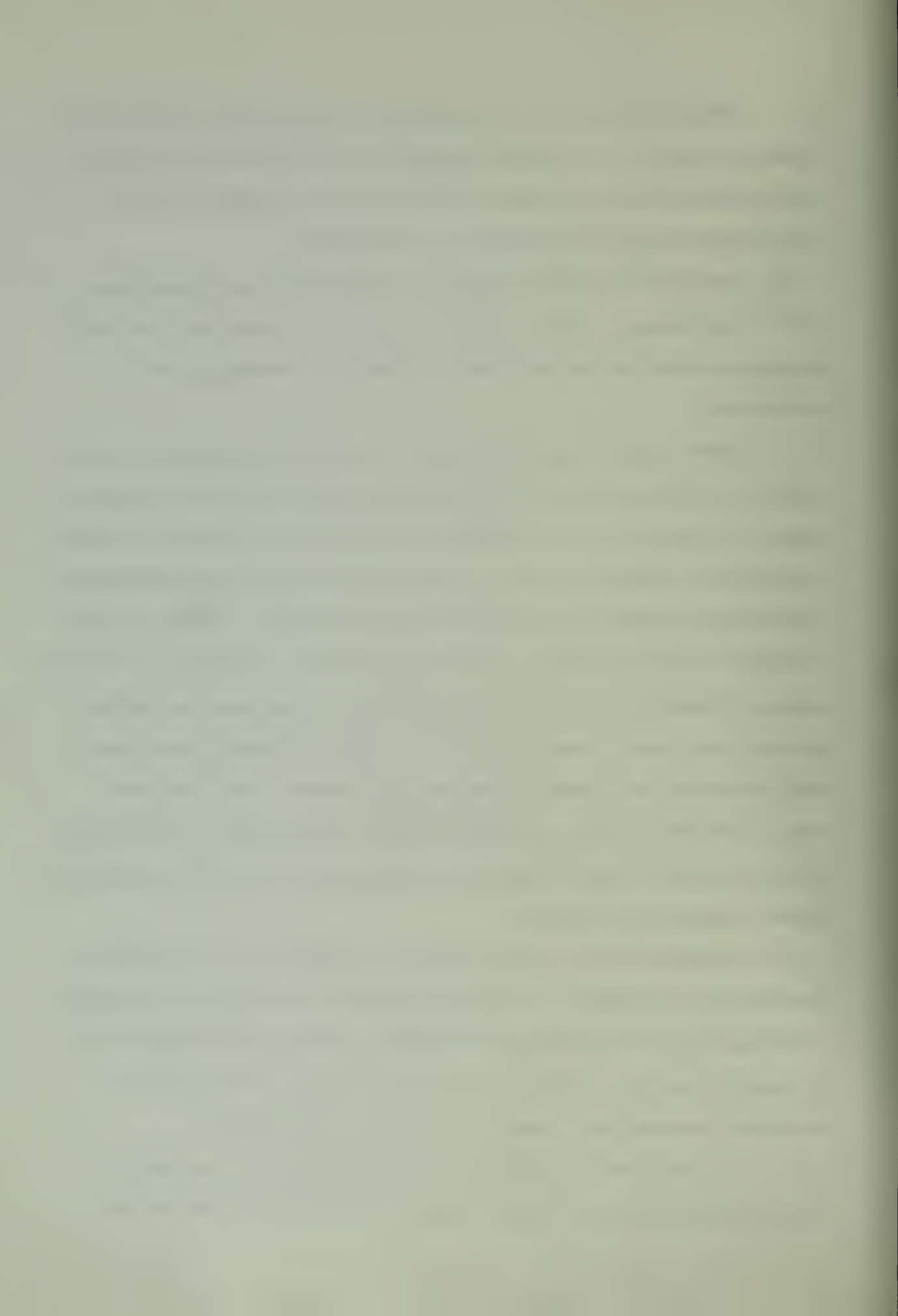
The education level of an individual was not found to be a performance predictor. A regression analysis with recruiter evaluation as the dependent variable produced an almost flat, but slightly positive relationship (0.02 slope) between the two variables.

16. The number of months completed in recruiting duty ranged from two to sixty-three. Three individuals had been on recruiting duty over four years each, and, in each case, had officially requested tour extensions.

Shore tours of over four years in one billet assignment are not common in the Navy because of the rotational policy of sea/shore assignments. In contrast, some co-located Army Recruiters had been in the same job for seven consecutive years. Both favorable and unfavorable comments evolved from a comparison of these assignment policies. Those in favor of longer tours based their approval on production. As long as a recruiter produces favorably he should be retained, if the individual so desires. Another group felt it more difficult to sell the military product when the salesman had not recently been using it himself. They felt that duty in the fleet keeps an individual better informed as to how it really is in the Navy of today, therefore, the recruiter can draw from experience rather than from sea stories.

17. Recruiter age was found to play an important role in individual performance achievements. As could be expected, the older the individual the longer time he had been in the service. The sample age ranged from 22 years of age to 44 years, with recruiters in their early thirties generally receiving more favorable performance evaluations.

In conjunction with the age of the individual, recruiting duty was formerly viewed as a place a senior serviceman could complete the



three elements viewed by many as the "Canons of the Twilight Tour." These three elements consisted of assignment to a recruiting billet, establishment of the individual within the local community, and submission of retirement papers when eligible (and threatened with a sea duty assignment). This twilight tour, in many instances, was characterized by a slow decrease in individual effort and production. The authors do not propose to imply that this is an inevitable process but do suggest it as an area for possible future study.

18. An investigation of the question of whether a recruiter who had experienced broken active service functioned more effectively than a recruiter with continuous service resulted in no significant difference being identified. Of the two recruiters evaluated as superlative by the District Commander, one had experienced broken service and the other had not. At the other end of the performance spectrum, of the three unsatisfactory evaluations, two had broken service and one did not. Eighteen of the forty-nine respondents had been separated from active service one or more times during their military careers.

19. The individual as a representative of the Navy was next evaluated on a basis of their image as perceived by the authors. The most apparent difference among individuals was the varied grooming standards. It was obvious that in their hair styles, the younger recruiters were complying with the relaxed standards approved by Admiral Zumwalt. Some recruiters had hair that was considered by the investigators to be either excessive or gross.

Beards and mustaches (among the male recruiters) were more diversified. Five recruiters wore beards, with two being in need of a professional trim. Even though the authors gave some allowance for the recently cultivated mustache, three of the twenty styles that were

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observed did not adhere to the current Navy guidelines. Each delinquent individual also acknowledged non-compliance with the minimum grooming standards.

Types of uniforms encountered during the data collection process (January, February, March) included the new authorized enlisted blue coat and tie, enlisted working blue, dress blue (jumper), wash khaki and tropical white long. Some uniforms were in ill repair and/or in need of alteration to accomodate weight accumulation.

Each recruiter was also evaluated as to meeting Navy medical height and weight restrictions. Almost one-fourth (24.5%) of the recruiters did not meet the published weight standards.²⁷ All of the recruiters who were outside the limits were in the overweight category. It was also noted by the investigators that this condition reflected negatively on the image of the individual and subsequently the Navy. Some recruiters voiced concern for the condition and were actively engaged in correcting the problem while a few indicated that they had "always been fat."

The investigators feel that consideration should be given to rigid enforcement of established standards of dress and personal grooming. Hair styles, beards and mustaches should comply with the existing guidelines. The new, approved enlisted blue uniform should be a required item and the Navy jumper should be prohibited for use by the active field recruiter. The Navy recruiter is selling a product--the Navy of today--and if he is projecting an image of yesterday, he is actively engaged in false advertising.

²⁷Appendix F.

20. The Navy test battery scores including GCT, ARI, MECH and CLER were evaluated for their relationship to recruiter effectiveness. All were discarded except the GCT score which indicated a low but inverse relationship to individual effectiveness.

21. The last question in the survey was designed to elicit responses of a perceived relationship between the proposed Recruiter Bonus Plan for all branches of service and a possible increase in recruiter effectiveness or recruiting duty attractiveness. Only 18.4% of the sample felt that the Bonus was necessary and categorized it as a pro-pay type incentive. Over half (57.1%) could see no requirement for the Bonus as it was proposed. All recruiters indicated a desire for extra cash but also voiced a concern that the financial carrot would increase the number of volunteers interested only in the extra pay. They also recognized that if the pool from which the recruiters are selected is larger, there exists a potential for selecting the more qualified individuals in the Navy for recruiting duty.

Acknowledging that a recruiting assignment away from a military complex can cause an additional financial burden on the individual, the respondents in this study proposed a solution to the problem. Their proposal was for those service members who are stationed outside reasonable commuting distances to military facilities and their exchanges, commissaries, etc., and consisted of consideration being directed toward authorization of granting a Cost of Living Allowance (COLA) to offset the extra expenses incurred in living on the local economy. The COLA authorization would not be indiscriminately granted but would be approved only upon the recommendation of the District Commanding Officer.

Since half of the recruiters in the sample felt that a Bonus was not necessary to achieve increased effectiveness or to make the job more attractive, they did voice concern for the existing bonus substitutes already available. Recognition for a job well done, equal consideration for promotion opportunity and timely support from all levels of management were but three of the seeds of success which the subjects felt could be cultivated to produce the same results that the Bonus Plan is designed to achieve.

V. CONCLUSIONS

A. FINDINGS

1. The Navy Recruiting Command has experienced substantial development from its position of the sixties where any career Navy individual could administer tests and process applications for young men who desired to join the U. S. Navy as an alternative to being drafted. The Navy man or woman who is currently in, or anticipates starting, a tour of duty in recruiting must both do and be many things. He or she must first be a true volunteer. No person can currently be assigned to recruiting duty who has not initiated that action. The volunteer's record is screened by experienced recruiting personnel in order to eliminate those individuals who have not previously demonstrated a capability to rank among the best enlisted personnel in the Navy. Those whose records appear to substantiate their request for recruiting duty receive a straight-forward tape-recorded explanation of what recruiting duty involves. If the individual feels that the description of the job matches his or her ideas, he or she must then pass a rigorous interview with current commanding officers who have been instructed to personally conduct the interview and determine whether or not the individual possesses the "educational level, poise, personality, and ability to communicate" necessary to be a "salesperson for the Navy." The applicant must further score highly on a test of personality factors which have been thoroughly validated in salesperson selection. The individual who successfully negotiates the selection process is then assigned to a district of his or her choice when a vacancy occurs therein and is given intensive instruction in current

Navy programs, how to sell these programs to the prospective recruits of the area, and how to process applicants for each program. Finally, the recruiter is assigned to a branch station for a probationary period of approximately one year. If at any time during this period of probation a recruiter and the parent command do not agree on what the individual should be accomplishing, either party may initiate a transfer of the individual out of the recruiting role and into another facet of the Navy. This action is accomplished with no punitive effect on the individual or the command. Although the specified probationary period is only one year, in actuality "no fault" transfers may be initiated at any time an individual tires of the recruiting task or the command decides that the individual would be more effective in another assignment.

2. Personnel assigned to recruiting duty are considered by the investigators to be among the best in the Navy. With few exceptions, they considered their recruiting assignment to be challenging and rewarding; the exceptions don't usually remain for any substantial period of time. (During the period 18 December 1972 to 14 March 1974, one temporary active duty (TEMAC) termination, eight fault and six no-fault transfers were completed within the San Francisco District.)

3. Use of the 16PF-M as a recruiter selection screening device has not been in effect long enough for documentation of its statistical validity, even if a well-defined measurement scale of recruiter effectiveness was in existence. If and when this scale is developed and approved, the selection of potentially effective recruiters should be much easier.

B. RECOMMENDATIONS FOR FURTHER RESEARCH

1. Develop a well-defined process for evaluating recruiter performance whether it be strictly quantitative, e.g., "body count;" qualified quantitative, e.g., bonus factor for recruit performance in basic recruit school, class "A" school, etc.; or include subjective factors such as community relations, "The Navy Representative," etc.. The evaluation scale should be uniform between and among different zones, districts and areas; the approved system should also be thoroughly explained to all recruiters.

2. Define the functions, establish job qualification standards and minimum training requirements of a zone supervisor billet. Include in the job description a thorough description of the job evaluation criteria.

3. Determine the optimum number of recruiters to assign to a station given a historical level of production and demographic data.

4. Ascertain the ideal physical characteristics for a branch station. Determine the feasibility of providing a clerk-typist to each station to free recruiters from time-consuming administrative duties.

5. Determine the cost-effectiveness of national advertising campaigns.

6. Determine the feasibility of providing COLA to those recruiters who are not located near a military complex in order to compensate for loss of commissary, exchange and medical privileges.

7. Investigate the feasibility of a "Defense Recruiting Agency," similar to the existing Defense Supply Agency, Defense Intelligence Agency, etc..

APPENDIX A

Z-109 "Recruiting Support"

R 272316Z/235 DEC 72

FM CNO WASHINGTON DC

TO NAVOP

UNCLAS BASEGRAM //NO1100//

RECRUITING SUPPORT (GO NAVY CRUISES DAY/NIGHT)

A. Z-109

1. NAVY RECRUITING HAS RECENTLY BEEN GIVEN A BOOST BY THE IMPLEMENTATION OF GO NAVY CRUISES AND EDUCATOR ORIENTATION VISITS TO TRAINING FACILITIES FOR EDUCATORS AND YOUTH ORIENTED COUNSELORS. THERE ARE SEVERAL ROADS YET TO EXPLORE IN SUPPORT OF REF A. ONE SUCH PROGRAM THAT WILL PERMIT OUR FINEST PRODUCT, THE NAVYMAN, TO PARTICIPATE IN ATTRACTING YOUNG MEN AND WOMEN OF QUALITY TO THE NAVY IS THE SPONSORING OF A "GO NAVY CRUISES DAY/NIGHT." THE CONCEPT WOULD INCLUDE BUT NOT BE LIMITED TO THE FOLLOWING:

A. SHORE ACTIVITIES AND FLEET UNITS (OPERATING SCHEDULES PERMITTING);
(1) NAVAL STATIONS, TRAINING CENTERS, NAVAL LABORATORIES, ETC. COULD ARRANGE TOURS OF FACILITIES INCLUDING AN INVITATION TO A NAVY MEAL.
(2) AVIATION SQUADRONS IN CONJUNCTION WITH NAVAL AIR STATIONS COULD SPONSOR EVENTS AS COULD NAVAL AIR STATIONS SEPARATELY. (3) NAVAL RESERVE CENTERS WITH SUPPORT OF NAVAL DISTRICT COMMANDANTS COULD SPONSOR TOUR OF FACILITIES.
(4) SHIP EVENTS COULD EXTEND BEYOND TOURING THE SHIP IN PORT TO SHORT CRUISES AT SEA.

B. THE CENTRAL THEME OF "GO NAVY CRUISES DAY/NIGHT" WOULD BE TO HAVE EACH MEMBER OF THE COMMAND SPONSOR/ESCORT A POTENTIAL RECRUIT OR A FORMER SERVICEMAN QUALIFIED TO BECOME A MEMBER OF THE NAVAL RESERVE, LOCAL RECRUITERS (CANVASSERS) WOULD BE AVAILABLE TO PROVIDE LISTS OF PROSPECTIVE RECRUITS TO BE ESCORTED BY MEMBERS OF THE COMMAND AND ARRANGE TRANSPORTATION WHERE NEEDED.

C. IT IS ENVISIONED THAT THE MAJORITY OF GO NAVY CRUISES DAY/NIGHT EVENTS WOULD BE SPONSORED BY SHORE ACTIVITIES/COMMANDS AND NAVAL RESERVE FACILITIES THROUGH NAVAL DISTRICT COMMANDANTS. FLEET UNITS WOULD PARTICIPATE WHEN FEASIBLE.

D. THE EVENT COULD BE CONDUCTED PERIODICALLY IN CONJUNCTION WITH MILITARY OR LOCAL COMMUNITY OCCASIONS. HOWEVER, A ONE TIME EFFORT MAY BE MORE PRODUCTIVE DEPENDING UPON THE LOCATION OF THE PARTICIPATING UNIT.

E. EVENTS SHOULD BE TARGETED TO COVER PARTICULAR INTERESTS OF YOUNG PEOPLE TOWARDS OPPORTUNITIES FOR EDUCATION AND TRAINING, ACQUIRING SKILLS AND LIFE STYLES OF THE MODERN NAVYMAN.



APPENDIX B

U.S. NAVY RECRUITING COMMAND

Recruiter Applicant Evaluation Sheet

Personnel considered for recruiting duty must be qualified and recommended by their Commanding Officer in accordance with established requirements. Prior to transfer to recruiting duty, each man shall be interviewed by his Commanding Officer to determine his fitness for this duty. Each man accepted for recruiting will be, in all respects, a salesman for the Navy and must be evaluated on this basis. Owing to the highly important and independent nature of these duties, appropriate education level, personality, poise, and ability to communicate ideas are essential.

The following evaluation sheet has been designed to assist a Commanding Officer screen and evaluate all applicants for recruiting duty. The questions on this form will help determine an applicant's level of qualification. Attempt to answer all questions as honestly as possible.

PERSONAL CHARACTERISTICS REQUIREMENTS

YES NO ?

- | | | | |
|---|--------------------------|--------------------------|--------------------------|
| 1. Are the individual's character traits, sense of humor and forcefulness as evidenced by observation of his habits and daily life on board ship considered above average? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the individual give positive evidence of being completely convinced of the advantages of a Navy career? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does the individual appear to have the ability to meet the public and have the personal qualifications of independent duty? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is the individual persuasive in conveying ideas and information whether in personal contact or writing? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does the individual have a cooperative attitude as indicated by helping others? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Does the individual have initiative and ability to successfully present to and to convince others to accept his ideas? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Has the individual the ability to converse intelligently on the navy, general subjects and current events? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Has the individual demonstrated his ability to deal successfully with problems involving ideas and people utilizing his own initiative? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Does the individual demonstrate/foster equal opportunity in every way? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Is the individual without a speech defect or a marked foreign accent and does he make a presentable appearance? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Does he have a clear record and give evidence of financial stability and sobriety insofar as the commanding officer can determine by inspection of current service and interrogation of the individual? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Does the individual hold a valid state motor vehicle operator's license? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

APPENDIX C

Navy Recruiting Command Cassette Tape (Transcript)

By listening to this recorded message you are indicating your interest in joining the elite corps of salesmen known as the Navy Recruiting Command. Your desire to be a Navy Recruiter could stem from many reasons: a longer tour of shore duty, no more extended cruises, a chance for independent duty and better promotion, or as a result of the sea stories of a recruiter back in the "Good Old Days" when a recruiter needed only to be able to process applicants and to schedule enlistments. If these are your motives, then the following update of "Recruiting in the Seventies" should command your undivided attention.

From BUPERS Notices to the Navy Times, the word is out on the "New Navy." We have gone from 700,000 plus to about 500,000 men. This drop in manpower coupled with the retirement of numerous ships and the Vietnamization program has shifted the emphasis from quantity to quality. The old nemesis "quota" still persists at times, but now it is the screening factor for the number of specially qualified young men who can be accepted into the Naval segment of the All Volunteer Force. Without the monthly pressure of the draft, the number of walk-in applicants has been drastically reduced. The Navy is no longer the least offensive alternative to the draft. It must now be the best of all big business opportunities. The youth of America are no longer running to avoid the prospect of duty in Vietnam, but, they are carefully weighing the future offered to intelligent young men.

Major business conglomerates now offer travel, medical benefits, advancement and retirement. The old technique of telling sea stories about the Med and the Far East and being a typical sailor on liberty are ineffective against the trained personnel manager employed by the corporations who must have financial manpower resources to survive in business. To fully prepare the prospective recruiter to meet this new kind of competition, the curriculum for recruiter school has been completely revised. The length of the school has been reduced while the quality has been significantly improved. Sound familiar? Selling techniques are now taught by some of the top commercial sales-training organizations in the country. In fact, the material presented is the same as your civilian competition has received, but it is up to you to use it to your advantage.

A corporate recruiter has the company car, the expense account and allowance for the cost of hiring an employee. Great strides have been made to strengthen his advantage over you. If you have to make calls before or after normal working hours, you are authorized to use the Navy vehicle from domicile to duty and vice versa. But you must be engaged in the all-volunteer effort. To defray the cost of parking, toll roads, securing necessary documents, you have a monthly out-of-pocket money fund of \$20 to \$25 to draw upon.

It is understood that you will spend money for buying, cleaning, and maintaining dress uniforms, and to offset the impact, a special duty assignment pay of \$50 a month is authorized. But once again, you must be actively and successfully seeking to hire qualified young men for the nation's largest business, the Department of Defense, and in this case, for your Navy.

Every effort is made to place a Navy recruiter in the area of his choice, especially to let him tell his own success story in his own hometown. But, remember, this and other metropolitan areas may have pockets of high rent and limited housing. The Navy's leased housing program authorizes over 700 units at a monthly cost of \$210 to \$235 for either apartment or house-type dwelling. While this is more than the standard Navy housing, it is close to the BAQ allowance for senior Petty Officers and enables them to live as an equal with the professional members of the community. Housing at even this price is not always available and you may have to pay more.

When I was a recruiter in charge, I only had to combat the "Aero-Space Team," "choice not chance," and "we didn't promise you a rose garden." Now you will also have to go up against the trained personnel manager who can offer the prospect of a steady job in the field of his interest, good advancement and the security of employment. To insure our Navy Recruiters are armed to do battle in the schools of our country, numerous new Navy enlistment programs have been instituted. It is now possible to guarantee a qualified applicant the field of his choice under the occupational specialty program. Using the tools of a recruiter, you can actually place him in a particular rate through the school guarantee program and through the recruit allocation control system, it is possible to place him in a particular "A" school seat. All of this could be meaningless since this is normal in the civilian market, unless of course you devote your full time and talent to make the job you sell more appealing. We all know it is the best you can do, but the only one who can tell the story is you. In the vernacular of the seventies, "that's what it's all about."

As you well know, the business recruiter covers all facets of the personnel spectrum as he visits in your area. He will canvass high schools, vocational schools, junior and senior colleges, and nursing schools. This is also your responsibility. You may not like enlisted women, or be concerned about nurses or be interested in vocational applicants, but the Navy is. The whole spectrum of the United States Navy is yours and as a local Navy Recruiter, we will be counting on you to fill the myriad of needs that exist each year. Again, we will provide the tools and the market, but only you can furnish the desire and the product: the quality, qualified enlistee who shares two unique features; we need him and he has something to contribute to our organization.

As you consider your decision to enter the recruiting effort, remember we want you if you can sell our Navy. If you are ashamed to say, "I really love it," reluctant to meet the general public on their own terms, afraid to knock on doors, or call on the telephone, what kind of salesman would you be anywhere? But, if you would really like to enlist only those with whom you would like to serve and are willing to try, nothing can stop your success. After all, how many times have you knocked that recruiter who sent you that striker who should never have been allowed to enlist. If you can qualify, you may have the opportunity to pick the young men who make up the Navy of the future.

It is extremely important that you realize that branch stations may be located over 100 miles from the main station. This is independent duty at its best and is looked upon favorably by the Senior/Master Chief selection board; it is often the foundation for superlative evaluation for Chief Petty Officer candidates. By the same token, there is no one to keep the office neat, clean up the Navy car and run the little errands that arise. Not worth the effort when you have four hash marks? Maybe not. But you

never had a more important job and you sleep well at night knowing you have done something worthwhile. It is equally important that Mrs. Navy Recruiter understands when you go out Saturday to sell a father on the merits of a Navy enlistment for his son, or when you visit a prior-serviceman on a Sunday afternoon to give him a chance to correct his hasty decision to get out. Permit me, if you will, to paraphrase from the scriptures, "The fields are really ripened to the harvest, but many are called and few are chosen." Not only the available young men and women who can be led to contribute to the all-volunteer force, but those of you who desire to be in Navy recruiting.

I have shared with you the many new tools and benefits offered to the prospective Navy recruiter. But also, I have endeavored to give you the straight scoop on what recruiting is like, right now, this year. If you had planned to put your feet on the proverbial desk and play executive, perhaps you need to seek another line of work. However, if you still feel you can do the job, and we hope you can, reverse the tape and follow the directions recorded there. Thank you.



NAVY RECRUITING DISTRICT, SAN FRANCISCO
FEDERAL BUILDING
1515 CLAY STREET
OAKLAND, CALIFORNIA 94612

PLAN OF THE DAY FOR FRIDAY, 18 JANUARY 1974

RECRUITING EMPHASIS	
ENLISTED PROGRAMS:	6YO 4X10 MINORITY SCHOOL ELIGIBLES
OFFICER PROGRAMS:	AVIATION NUPOC

1. COMMAND ADMINISTRATIVE INSPECTION. The annual Command Administrative Inspection will be held on 29-30 January. All field personnel are requested to keep transactions/phone calls with District Headquarters to a minimum during this period.
2. FEATURE FILMS "LAST DETAIL" AND "CINDERELLA LIBERTY". Msg received from COMTWELVE. Navy purposely did not cooperate with the production of subject films. Therefore, no promotional assistance nor endorsement, direct or implied, may be made by Naval Commands or personnel in conjunction with theater showings.
3. FY74 ENLISTED PCS. Subject message received from CNO is distributed on this POD for the information of all hands.
4. CHINFO NEWSGRAM. The weekly CHINFO newsgram (2-74) is distributed on this POD for the information of all hands.
5. ZONE SUPERVISOR'S MEETING. There will be a Zone Supervisor's Meeting at 0900, 1 February 1974 at Headquarters in the Conference Room on the Eighth deck (Room 811A) in the Federal Building at 1515 Clay Street, Oakland, CA.
6. RAD EXHIBITS. Recruiters are reminded that now is the time to request RAD exhibits for this year's parades and fairs. Since these items are normally scheduled on a first-come, first-serve basis, the first requests will receive the highest priority.
7. RECRUITING ASSISTANT PROGRAM REPORT (RAP). All recruiters are reminded to notify Headquarters (Code 100) immediately of any RAPs that report aboard their station.
8. TIME ANALYSIS SURVEY SHEETS. To obtain base data to be used in the preparation of the FY 75 budget all personnel assigned to the command are to provide a time analysis input for the week of 14 January 1974. Survey sheets for the time analysis have been mailed/delivered to each recruiting station. The survey covers the period from 14-20 January and the data sheets are to be returned expeditiously to LT HASSENPLUG. It is essential that all hands conscientiously complete the time analysis sheets daily. After compiling all data we expect to be able to make valid estimates as to our monetary programing for FY 75.
9. FOR THE INFORMATION OF ALL HANDS. Two representatives from the Naval Post Graduate School, LCDR WYLIE and LCDR BEST will be visiting various stations in this District during the next month. Their purpose is to look at field organization and to recommend ways to improve efficiency and effectiveness.

J. W. Heubach
J. W. HEUBACH

61

Support Officer

By direction of the Commanding Officer

APPENDIX E

Survey Questionnaire Response Distributions

	<u>N</u>	<u>Percentage</u>
1. What was your duty immediately prior to this recruiting position?		
1 Large ship/squadron	18	36.7
2 Small ship/squadron	11	22.4
3 Large staff (sea)	0	0
4 Small staff (sea)	2	4.1
5 Large station (shore)	1	2.0
6 Small station (shore)	6	12.2
7 Large staff (shore)	2	4.1
8 Small staff (shore)	4	8.2
9 TEMAC	5	10.2
2. In the above duty, your immediate senior was:		
1 Officer	28	57.1
2 CPO/PO	18	36.7
3 Civilian	3	6.1
3. How well did you get along with your immediate senior in that duty?		
1 Very poorly	0	0
2 Poorly	1	2.0
3 Fair	4	8.2
4 Good	18	36.7
5 Very good	26	53.1
4. What recruiting training did you receive prior to your current duty?		
1 ENRO	23	46.9
2 Recruiter School	20	40.8
3 None	6	12.2

	<u>N</u>	<u>Percentage</u>
5. What was the duration of your training in weeks?		
0 None	6	12.2
1 1 week	0	0
2 2 weeks	16	32.7
3 3 weeks	4	8.2
4 4 weeks	4	8.2
5 5 weeks	0	0
6 6 weeks	1	2.0
7 7 weeks	13	26.5
8 8 weeks	1	2.0
9 9 or more weeks	4	8.2
6. Have you ever attended a formal sales course?		
1 Yes	34	69.4
2 No	15	30.6
7. What is your evaluation of instruction received?		
1 Very poor	1	2.0
2 Poor	17	34.7
3 Fair	10	20.4
4 Good	15	30.6
5 Very good	5	10.2
8. Have you had any previous recruiting experience?		
1 Yes	7	14.3
2 No	42	85.7
9. Do you have any previous career counseling experience?		
1 Yes	18	36.7
2 No	31	63.3
10. Of all the shore duty billets you are aware of which are available to an individual of your rate and grade, where would you rank recruiting on a desirability scale?		
1 First	31	63.3
2 Second	7	14.3
3 Third	2	4.1
4 Would not be desired	9	18.4

	<u>N</u>	<u>Percentage</u>
11. Where would you rank recruiting as to preference of shore duty assignment?		
1 First	26	53.1
2 Second	15	30.6
3 Third	3	6.1
4 Not desired	5	10.2
12. Which choice of duty within the recruiting command is your present location?		
1 First choice	26	53.1
2 Second choice	11	22.4
3 Third choice	3	6.1
5 Was not a choice	9	18.4
13. Did you volunteer for recruiting duty?		
1 Absolute volunteer	33	67.3
2 Secondary volunteer	5	10.2
3 Non-volunteer	10	20.4
14. Would you recommend recruiting to your best friend in the Navy?		
1 Yes	41	83.7
2 Don't know	1	2.0
3 No	7	14.3
15. Were you interviewed for recruiting by _____ at your previous command?		
1 Commanding Officer	20	40.8
2 Executive Officer	4	8.2
3 Department Head	2	4.1
4 Division Officer	4	8.2
5 Career Counselor	3	6.1
6 Not interviewed	16	32.7
16. Did you receive any other interviews prior to receipt of orders?		
1 Yes	12	24.5
2 No	37	75.5
17. How would you rate your relationship with your current boss?		
1 Very poor	0	0
2 Poor	5	10.2
3 Fair	5	10.2
4 Good	26	53.1
5 Very good	13	26.5

	<u>N</u>	<u>Percentage</u>
18. What aspect of recruiting do you most desire?		
1 Independence	15	30.6
2 Talking to prospects	6	12.2
3 Meeting people	13	26.5
4 Public relations	8	16.3
5 Career formulations	5	10.2
6 Home every night	2	4.1
19. What aspect of recruiting is least desired?		
1 Public speaking	5	10.2
2 Administrative paperwork	11	22.4
3 Quota pressures	9	18.4
4 Working out of rate	1	2.0
5 Talking to prospects	6	12.2
6 Lack of support	13	26.5
7 Long work hours	4	8.2
20. How well does your family like being stationed here? (Married only)		
1 Very poor	3	6.1
2 Poor	2	4.0
3 Fair	5	10.2
4 Good	10	20.4
5 Very good	23	46.0
No Observations	6	12.2
21. Among the recruiters assigned, how would you rank yourself on an effectiveness scale?		
1 Unsatisfactory	0	0
2 Below average	1	2.0
3 Average	20	40.8
4 Above average	17	34.7
5 Superlative	10	20.4
No Comment	1	2.0
22. How well do you get along with your high school counselors in your area?		
1 Very poor	1	2.0
2 Poor	3	6.1
3 Fair	9	18.4
4 Good	19	38.8
5 Very good	16	32.7
No Comment	1	2.0

	<u>N</u>	<u>Percentage</u>
23. This recruiting station is located:		
1 Urban	6	12.2
2 Urbsuburb	2	4.1
3 Surburban	11	22.4
4 Subrural	7	14.3
5 Rural	23	46.9
24. This station location in proximity to a large body of water (ocean, Gulf of Mexico, Great Lakes) is:		
1 Less than 20 miles	17	34.7
2 Twenty to 200 miles	16	32.7
3 More than 200 miles	16	32.7
25. Your hometown of your youth was located:		
1 Urban	7	14.3
2 Urbsuburb	3	6.1
3 Surburban	9	18.4
4 Subrural	5	10.2
5 Rural	25	51.0
26. Your hometown proximity to a large body of water was:		
1 Less than 20 miles	12	24.5
2 Twenty to 200 miles	13	26.5
3 More than 200 miles	24	49.0
27. What percent of your working time is spent on administrative requirements?		
1 10	5	10.2
2 20	10	20.4
3 30	12	24.5
4 40	10	20.4
5 50	5	10.2
6 60	5	10.2
7 70	0	0
8 80	1	2.0
9 90	1	2.0
28. Do you feel this is:		
1 Much too low	0	0
2 Too low	2	4.1
3 Correct	31	63.3
4 Too high	14	28.6
5 Much too high	2	4.1

		<u>N</u>	<u>Percentage</u>
29.	What percent of your work time is spent in travel?		
1	10	8	16.3
2	20	10	20.4
3	30	6	12.2
4	40	10	20.4
5	50	2	4.1
6	60	6	12.2
7	70	2	4.1
8	80	3	6.1
9	90	1	2.0
	No Travel	1	2.0
30.	Do you feel this is:		
1	Much too low	0	0
2	Too low	7	14.3
3	Correct	36	73.5
4	Too high	5	10.2
5	Much too high	1	2.0
31.	How do you personally get along with the recruiters of the other services?		
a.	Air Force		
1	Very poor	5	10.2
2	Poor	4	8.2
3	Fair	12	24.5
4	Good	12	24.5
5	Very good	13	26.5
	Not Co-located	3	6.1
b.	Army		
1	Very poor	1	2.0
2	Poor	5	10.2
3	Fair	14	28.6
4	Good	19	38.8
5	Very good	8	16.3
	Not Co-located	2	4.1
c.	Coast Guard		
1	Very poor	0	0
2	Poor	2	4.1
3	Fair	4	8.2
4	Good	10	20.4
5	Very good	11	22.4
	Not Co-located	22	44.9

	<u>N</u>	<u>Percentage</u>
d. Marines		
1 Very poor	0	0
2 Poor	2	4.1
3 Fair	7	14.3
4 Good	16	32.7
5 Very good	21	42.9
Not Co-located	3	6.1
32. In your opinion, are there the correct number of recruiters assigned to this station?		
1 Much too few	0	0
2 Too few	1	2.0
3 Correct	30	61.2
4 Too many	12	24.4
5 Much too many	6	12.2
33. Do you think the goals set for this station are:		
1 Much too low	1	2.0
2 Too low	1	2.0
3 Correct	30	61.2
4 Too high	15	30.6
5 Much too high	2	4.1
34. Would you prefer to be recruiting in in a . . .		
a. Rural area?		
1 Yes	8	16.3
2 Don't know/NA	25	51.0
3 No	16	32.7
b. Surburban area?		
1 Yes	8	16.3
2 Don't know/NA	19	38.8
3 No	22	44.9
c. Urban area?		
1 Yes	3	6.1
2 Don't know/NA	7	14.3
3 No	39	79.6

	<u>N</u>	<u>Percentage</u>
35. Do you feel this station is organized as a team?		
1 Yes	43	87.8
2 No	5	10.2
No Comment	1	2.0
36. Do you feel you have your proper place on the team?		
1 Yes	42	85.7
2 No	6	12.2
No Comment	1	2.0
37. Do you feel you have been able to participate fully in the management of the station?		
1 Yes	47	95.9
2 No	1	2.0
No Comment	1	2.0
38. Should the recruiting goals be assigned to individual recruiters rather than to the station?		
1 Yes	3	6.1
2 No	46	93.9
39. Do you think you could be a more effective recruiter if you were in your . . .		
a. Home region?		
1 Yes	11	22.4
2 Don't know/NA	17	34.7
3 No	21	42.9
b. Home state?		
1 Yes	12	24.5
2 Don't know/NA	14	28.6
3 No	23	46.9
c. Hometown?		
1 Yes	16	32.7
2 Don't know/NA	12	24.5
3 No	21	42.9

	<u>N</u>	<u>Percentage</u>
40. Highest year of formal education completed:		
1 Eighth	1	2.0
2 Tenth	4	8.2
3 Eleventh	2	4.1
4 HS Grad	22	44.9
5 One year college	11	22.4
6 Two years college	7	14.3
7 Three years college	1	2.0
8 College graduate	1	2.0
41. Life cycle:		
1 Young, single	1	2.0
2 Young, married, no children	3	6.1
3 Early married, less than six years	15	30.6
4 Mid married, 6 - 12 years	18	36.7
5 Mature married, 13 - 18 years	5	10.2
6 Older couple (children married)	2	4.1
7 Grandparent	0	0
8 Divorced	5	10.2
42. Tour completed at present recruiting station (months):		
2 months	1	2.0
3 months	2	4.1
4 months	1	2.0
5 months	2	4.1
6 months	2	4.1
10 months	3	6.1
12 months	2	4.1
13 months	2	4.1
15 months	2	4.1
16 months	2	4.1
17 months	1	2.0
18 months	6	12.2
19 months	1	2.0
20 months	2	4.1
21 months	1	2.0
23 months	4	8.2
24 months	2	4.1
25 months	1	2.0
26 months	1	2.0
28 months	1	2.0
29 months	1	2.0
30 months	2	4.1
33 months	1	2.0
40 months	1	2.0
44 months	1	2.0
48 months	1	2.0
51 months	2	4.1
63 months	1	2.0

	<u>N</u>	<u>Percentage</u>
43. Father's predominant occupation:		
1 Laborer	17	34.7
2 Self-employed	12	24.5
3 Skilled	14	28.6
4 Military	2	4.1
5 Professional	2	4.1
6 Manager/supervisor	2	4.1
44. Recruiter age:		
22 years	1	2.0
24 years	1	2.0
25 years	1	2.0
26 years	2	4.1
27 years	3	6.1
28 years	1	2.0
29 years	1	2.0
31 years	2	4.1
32 years	2	4.1
33 years	4	8.2
34 years	4	8.2
35 years	5	10.2
36 years	3	6.1
37 years	4	8.2
38 years	4	8.2
39 years	6	12.2
40 years	1	2.0
41 years	3	6.1
44 years	1	2.0
45 Recruiter weight:		
(Weight rounded to nearest multiple of ten)		
120 pounds	1	2.0
140	3	6.1
150	3	6.1
160	8	16.3
170	7	14.3
180	12	24.5
190	3	6.1
200	7	14.3
210	1	2.0
220	3	6.1
250	1	2.0

	<u>N</u>	<u>Percentage</u>
46. Recruiter height:		
64 inches	1	2.0
65	1	2.0
66	3	6.1
67	6	12.2
68	7	14.3
69	6	12.2
70	7	14.3
71	6	12.2
72	5	10.2
73	5	10.2
74	2	4.1
47. Does recruiter meet USN standards for weight/height purposes?		
1 Yes	37	75.5
2 No	12	24.5
(All "No" responses were overweight, Appendix F contains weight standards)		
48. Recruiter race classification:		
1 White	42	85.7
2 Black	4	8.2
3 Other	3	6.1
49. Paygrade of recruiter:		
E4 Third Class P.O.	1	2.0
E5 Second Class P. O.	4	8.2
E6 First Class P. O.	25	51.0
E7 Chief P. O.	15	30.6
E8 Senior Chief P. O.	4	8.2
50. Total years in the above paygrade:		
0.5 years	1	2.0
1	1	2.0
2	7	14.3
3	6	12.2
4	10	20.4
5	9	18.4
6	3	6.1
7	4	8.2
8	1	2.0
9	3	6.1
10	1	2.0
11	1	2.0
12	2	4.1

	<u>N</u>	<u>Percentage</u>
51. Have you had broken active service?		
1 Yes	18	36.7
2 No	31	63.3
52. How many years total active service have you completed?		
4 years	2	4.1
5	1	2.0
6	1	2.0
8	6	12.2
9	2	4.1
10	3	6.1
12	2	4.1
13	2	4.1
14	1	2.0
15	4	8.2
16	3	6.1
17	3	6.1
18	8	16.3
19	4	8.2
21	3	6.1
22	3	6.1
23	1	2.0
53. (If 18 or more years service) Do you plan to retire from active service after completion of this tour?		
1 Yes	9	18.4
2 Don't know/NA	31	63.3
3 No	9	18.4
54. When you retire, do you plan to retire in this area?		
1 Yes	25	51.0
2 Don't know/NA	11	22.4
3 No	13	26.5
55. Observed hair style:		
1 WSW	0	0
2 SEMI	6	12.2
3 USN STD	24	49.0
4 QUASI	17	34.7
5 MOD	2	4.1

	<u>N</u>	<u>Percentage</u>
56. Observed beard evaluation:		
1 Gross	0	0
2 Grubby	2	4.1
3 Fair	2	4.1
4 Good	1	2.1
5 Great	0	0
6 No beard	44	89.8
57. Observed mustache evaluation:		
1 Gross	1	2.1
2 Grubby	2	4.1
3 Fair	11	22.4
4 Good	6	12.2
5 Great	0	0
6 No mustache	29	59.2
58. Observed uniform condition:		
1 Bad	1	2.0
2 Poor	8	16.3
3 Fair	12	24.5
4 Good	19	38.8
5 Great	9	18.4
59. Observed uniform fit:		
1 Bad	1	2.0
2 Poor	8	16.3
3 Fair	16	32.7
4 Good	21	42.9
5 Great	3	6.1
60. GCT Score (individual):		
35	1	2.0
39	2	4.1
41	1	2.0
43	1	2.0
44	3	6.1
45	1	2.0
46	2	4.1
47	2	4.1
48	1	2.0
49	1	2.0
50	2	4.1
51	4	8.2
52	2	4.1
55	1	2.0
56	2	4.1
57	1	2.0
58	1	2.0
59	1	2.0

	<u>N</u>	<u>Percentage</u>
60	6	12.2
61	3	6.1
62	2	4.1
63	2	4.1
65	4	8.2
66	2	4.1
70	1	2.0

61. ARI Score (individual):

38	1	2.0
40	1	2.0
41	3	6.1
42	2	4.1
43	1	2.0
44	2	4.1
46	1	2.0
49	2	4.1
50	2	4.1
51	3	6.1
52	5	10.2
53	2	4.1
54	2	4.1
55	3	6.1
56	1	2.0
57	1	2.0
58	4	8.2
59	3	6.1
60	2	4.1
61	1	2.0
63	2	4.1
64	3	6.1
66	1	2.0
69	1	2.0

62. Mechanical Score (individual):

39	2	4.1
41	1	2.0
43	1	2.0
44	1	2.0
45	1	2.0
46	4	8.2
48	1	2.0
49	3	6.1
50	1	2.0
51	3	6.1
52	2	4.1
53	3	6.1
54	2	4.1
55	2	4.1
56	4	8.2

	<u>N</u>	<u>Percentage</u>
57	3	6.1
58	2	4.1
60	3	6.1
61	3	6.1
62	3	6.1
63	3	6.1
64	1	2.0
63. Clerical Score (individual):		
35	2	4.1
36	2	4.1
38	1	2.0
40	1	2.0
42	2	4.1
43	1	2.0
44	1	2.0
45	1	2.0
46	2	4.1
47	2	4.1
48	2	4.1
49	2	4.1
50	2	4.1
51	2	4.1
53	4	8.2
54	3	6.1
55	1	2.0
56	3	6.1
57	1	2.0
58	3	6.1
59	2	4.1
60	2	4.1
61	2	4.1
63	1	2.0
66	2	4.1
71	1	2.0
72	1	2.0
64. Recruiter language utilization evaluation:		
1 Unintelligible	0	0
2 Difficult to understand	4	8.2
3 Average	19	38.8
4 Good	23	46.9
5 Excellent	3	6.1
65. Any recruiter accent (voice) noted?		
1 Yes	16	32.7
2 No	33	67.3

	<u>N</u>	<u>Percentage</u>
66. What is your personal opinion concerning the recent Recruiter Bonus proposal?		
1 Bonus is necessary	9	18.4
2 Bonus is not necessary	28	57.1
3 COLA is necessary	12	24.5
67. Recruiter religious preference:		
1 Protestant	29	59.2
2 Catholic	14	28.6
3 Jewish	0	0
4 Other	6	12.2
68. Recruiter rating groups:		
1 Deck	11	22.4
2 Ordnance	2	4.1
3 Electronics	0	0
4 Precision Equipment	0	0
5 Administrative/Clerical	14	28.6
6 Miscellaneous	0	0
7 Engineer	16	32.7
8 Construction	1	2.0
9 Aviation	5	10.2
69. Recruiting station cleanliness:		
1 Grubby	1	5.9
2 Dirty	1	5.9
3 Fair	3	17.6
4 Clean	9	53.0
5 Very clean	3	17.6
70. Recruiting station appearance and comfortability:		
1 Very poor	0	0
2 Poor	2	11.8
3 Fair	3	17.6
4 Good	10	59.0
5 Very good	1	5.9
No applicable (Santa Cruz)	1	5.9

APPENDIX F

Table 1. Male Weight Standards

Height (inches)	Minimum (regardless of age)	Maximum					
		16-20	21-24	25-30	31-35	36-40	41 years and over
60	100	163	173	173	173	168	164
61	102	171	176	175	175	171	166
62	103	174	178	178	177	173	169
63	104	178	182	181	180	176	171
64	105	183	184	185	185	180	175
65	106	187	190	191	190	185	180
66	107	191	196	197	196	190	185
67	111	196	201	202	201	195	190
68	115	202	207	208	207	201	195
69	119	208	213	214	212	206	200
70	123	214	219	219	218	211	205
71	127	219	224	225	223	216	210
72	131	225	231	232	230	224	216
73	135	231	239	238	237	230	223
74	139	237	246	246	243	236	229
75	143	243	253	253	251	243	235
76	147	248	260	260	257	250	241
77	151	254	267	267	264	256	248
78	153	260	275	273	271	263	254

Weight according to age and height

Table 2. Female Weight Standards

Height (inches)	Minimum (regardless of age)	Maximum					41 years and over
		18-20	21-24	25-30	31-35	36-40	
58	90	121	123	126	124	135	135
59	92	123	125	129	126	139	138
60	94	125	127	132	128	142	141
61	96	127	129	135	131	145	141
62	98	129	132	139	132	148	147
63	100	135	136	141	136	151	150
64	102	136	140	144	140	155	154
65	104	140	144	148	145	159	158
66	106	144	149	151	150	164	163
67	109	147	151	156	154	168	167
68	112	152	158	159	159	172	171
69	115	158	160	164	162	176	175
70	118	162	166	168	167	181	180
71	122	168	171	171	171	185	184
72	125	171	175	176	175	189	188

Weight according to age and height

APPENDIX G

Z-70 "Grooming and Uniform Policy"

R 211339Z JAN 71

FM CNO (Z-70)

TO NAVOP

GROOMING AND UNIFORM POLICY

1. AS A RESULT OF MY RECENT FIELD TRIPS AND PERSONAL CONTACTS WITH NAVYMEN, PLUS THE HIGH INCIDENCE OF CORRESPONDENCE, IT IS CLEAR TO ME THAT FURTHER AMPLIFICATION OF AND CHANGE TO POLICY IS REQUIRED IN TWO AREAS COVERED IN NAVOP Z-57, NAMELY HAIR GROOMING AND UNIFORMS. THESE CHANGES WILL BE INCORPORATED IN THE NEXT CHANGE TO U.S. NAVY UNIFORM REGULATIONS.

A. HAIR GROOMING: THE NAVY DOES NOT PRESCRIBE NOR DESTINGUISH AMONG STYLES OF HAIRCUTS. A WIDE VARIETY OF HAIR STYLES, IF MAINTAINED IN A NEAT MANNER, IS ACCEPTABLE. THE DETERMINATION OF HAIR STYLES, WITHIN THE CRITERIA DETAILED BELOW, IS AN INDIVIDUAL DECISION.

(1) HAIR WILL BE NEAT, CLEAN, TRIMMED, AND PRESENT A GROOMED APPEARANCE. HAIR WILL NOT TOUCH THE COLLAR EXCEPT FOR THE CLOSELY CUT HAIR AT THE BACK OF THE NECK AND THAT WILL PRESENT A TAPERED APPEARANCE. HAIR IN FRONT WILL BE GROOMED SO THAT IT DOES NOT FALL BELOW THE EYEBROWS WHEN A PERSON IS UNCOVERED AND IT WILL NOT BUSH OUT BELOW THE BAND OF A PROPERLY WORN HEADGEAR. IN NO CASE SHALL THE BULK OR LENGTH OF HAIR INTERFERE WITH THE PROPER WEARING OF ANY MILITARY HEADGEAR, THE EXACT MAXIMUM LENGTH OF THE HAIR IS NO LONGER SPECIFIED.

(2) IF AN INDIVIDUAL CHOOSES TO WEAR SIDEBURNS, THEY WILL BE NEATLY TRIMMED. SIDEBURNS WILL NOT EXTEND BELOW THE BOTTOM OF THE EARLOBE, WILL BE EVEN WIDTH (NOT FLARED), AND WILL END WITH A CLEAN-SHAVEN HORIZONTAL LINE.

(3) IF A BEARD OR MUSTACHE IS WORN, IT SHALL BE WELL GROOMED AND NEATLY TRIMMED IN ORDER NOT TO CONTRIBUTE TO A RAGGED APPEARANCE. THIS POLICY AUTHORIZES AND INCLUDES FULL AND PARTIAL BEARDS, VAN DYKES, AND GOATEES.

B. UNIFORMS: IN ADDITION TO THE FOREGOING POLICIES ASSOCIATED WITH GROOMING, I BELIEVE THAT SOME DISCUSSION OF UNIFORMS IS NEEDED.

(1) I SEE NOTHING WRONG WITH THE WEARING OF THE BLUE WORKING JACKET, RAINCOAT OR PEACOCK WITH THE DUNGAREE WORKING UNIFORM. HOWEVER, I WANT TO EMPHASIZE THAT THIS UNIFORM IS ONLY TO BE WORN BETWEEN WORK AND THE LOCAL RESIDENCE. FOUL WEATHER OR FLIGHT JACKETS ARE NOT APPROPRIATELY WORN OFF BASE WITH THE WORKING UNIFORM. FLIGHT JACKETS MAY, HOWEVER, BE WORN WITH FLIGHT SUITS WHEREVER THEY ARE APPROPRIATELY WORN.

(2) ALTHOUGH THE WEARING OF WORKING UNIFORM TO AND FROM WORK AND THE LOCAL RESIDENCE HAS BEEN AUTHORIZED, IT IS NOT INTENDED THAT PERSONNEL BE PERMITTED TO MAKE OTHER THAN VERY BRIEF STOPS OFF BASE FOR PERSONAL NECESSITIES IN THIS UNIFORM. THE WORKING UNIFORM REMAINS A WORKING UNIFORM, NOT A LIBERTY UNIFORM.

2. I WISH TO REEMPHASIZE THAT WITHIN THE BROAD GUIDELINES OF THE POLICIES I HAVE ISSUED AND AMPLIFIED, IT REMAINS THE RESPONSIBILITY OF OFFICERS IN COMMAND TO ENSURE THAT THEIR PERSONNEL PRESENT A NEAT AND WELL GROOMED APPEARANCE AT ALL TIMES IN ALL PLACES.

3. NONE OF MY RECENT DIRECTIVES HAVE LOWERED OUR NAVY STANDARDS OF GROOMING AND DRESS; THEY HAVE, HOWEVER, REPRESENTED CHANGES IN STANDARDS TO REFLECT CONTEMPORARY STYLES AND TRENDS. I ASK FOR THE CONTINUED SUPPORT OF ALL HANDS TO DEMONSTRATE MATURITY AND GOOD JUDGEMENT IN SHOULDERING THE INDIVIDUAL RESPONSIBILITY NECESSARY TO PRESERVE THE FINE APPEARANCE OF A MAN IN UNIFORM. I EXPECT RESPONSIBLE OFFICERS AND PETTY OFFICERS TO TAKE IN HAND THOSE FEW INDIVIDUALS WHO ARE NOT WILLING TO ACCEPT THE SPIRIT OF THESE SPECIAL PRIVILEGES. E. R. ZUMWALT, JR., ADMIRAL, U.S. NAVY, CHIEF OF NAVAL OPERATIONS.

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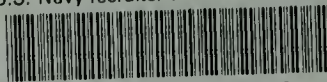
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